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JFHQ-DCR 06-001

District of Columbia National Guard
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JFHQ-DCR 06-001

ORGANIZATION AND FUNCTIONS MANUAL

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FOR THE COMMANDER

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Chief of the Joint Staff

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History: This manual reflects the second integrated organization and function document to address both the district and federal missions since the federally directed re-organization from a State (District) Area Command (STARC) to a Joint Force Headquarters-State (JFHQ).

Summary: This manual describes the organizations and functions of each element of the Office of the Commanding General (OTCG) and the Joint Force Headquarters, District of Columbia National Guard (JFHQ-DC). The JFHQ-DC functions in a unique role, as both a federal entity, and a district agency, with distinct requirements, responsibilities, resources, and functions that must be integrated into a single operational entity equally responsive to both the district and federal missions.

Interim Changes. Interim changes to this regulation are not official unless authenticated

by the J6. Interim changes will be destroyed on their expiration date unless sooner superseded or rescinded.

Applicability: This manual is applicable to all elements of the OTCG, and the JFHQ-DC.

Proponent: The staff proponent for this manual is the JFHQ-DC J5. Users are invited to send comments and suggested improvements directly to Director, Strategic Plans, and Policy, JFHQ-DC J5.

Suggested improvements. Users are invited to send comments and suggested improvements in memorandum format to JFHQ-DC J6, 2001 East Capitol Street, Washington, DC 20003-1719.

Distribution: A-E.

***This regulation supersedes all previous JFHQ-DC regulations pertaining to JFHQ-DCR 06-001.**

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General**1.1(U) Purpose**

a. The purpose of the JFHQ-DC Organization and Functions Manual is to provide overarching guidance in a single document that defines our vision, values, goals, and key joint processes. The plan incorporates higher headquarters guidance and explains how we do business on a day-to-day basis. It is a repository for critical historical information and key data regarding the command intent. Supporting documents include the Joint Combined State Strategic Plan (JCSSP), a 15 month tactical calendar, annual training guidance, supporting OPLANs and joint metrics. It is reviewed and updated annually at the fall retreat.

b. Policy

(1)(U) The Organization and Functions of all elements of the JFHQ-DC will be approved by the Commanding General, JFHQ-DC and published in this memorandum.

(1)(U) To ensure continuity with the National Guard Bureau and Federal Combatant Commands, certain Core Organizational staff elements will remain fixed unless approved otherwise by appropriate federal authority.

(1)(U) To meet the mission requirements of state and federal missions, organizational elements below the JFHQ-DC level may be task organized on authority of the Commanding General JFHQ-DC.

(1)(U) Functional Statements will serve as the official and formal definition of responsibilities and activities to be carried out by each functional element.

(1)(U) Changes in organization and function will occur only by publishing changes to this manual. The Commanding General JFHQ-DC must approve changes in Core Organizational staff prior to publication.

1.2(U) Commander's Intent -to become the premier organization in the National Guard, with a commitment to readiness, reliability, relevance, and accessibility. Taking care of soldiers, airmen and their families in order to provide quality service to our nation, the District of Columbia and our community, is our highest priority. The JFHQ-DC will serve as a single command and control element for federal, District and community initiatives. Since we provide force structure to the active component through the separate services, the joint staff may operate independently (Army and Air) when the focus is on federal readiness. The Joint Task Force, District of Columbia (JTF-DC) is the force provider for all District missions and will be used to command personnel and units from all branches of the military operating in support of Northern Command (NORTHCOM) or Joint Force Headquarters National Capitol Region (JFHQ-NCR) and/or the city. Our goal is to create a learning organization where open communications lead to trust and meaningful relationships. We envision an organization that finds ways to get things done. Members of this family-like enterprise treat each other with kindness and respect, looking for ways to help each other. Our members go out of the way to find creative solutions to problems. We participate in the community and are respected for our commitment.

1.3(U) Joint Force Headquarters – DC Vision

Our vision is to be the premier command in the United States military, recognized as the benchmark for fulfilling our federal, state, and local missions, in keeping with our heritage of superior performance. We are a highly cohesive and diverse force, maintaining a strong partnership with our community.

1.4(U) Joint Force Headquarters - DC Mission Statement

The JFHQ-DC maintains trained and equipped forces as reserve components of the Army and Air Force and performs missions as directed by federal authorities. The JFHQ-DC supports command and control of all assigned Army and Air National Guard forces. In accordance with policies and procedures established by the Secretary of the Army and the Secretary of the Air Force, the JFHQ-DC will establish the capability to provide one or more joint task force command elements able to exercise command and control of Homeland Defense and Defense Support to Civil Authorities, and/or other domestic emergency missions in a District/State Active Duty, Title 32 or Title 10 status. In addition, the JFHQ-DC provides expertise and situational awareness to DoD authorities to facilitate integration of federal, District, and state activities.

1.5(U) Environment and Outlook

Globalization has brought war to our doorstep. The attacks of September 11, 2001, changed the environment for the DCNG as our nation embarked on the global war on terrorism (GWOT). President Bush describes it as a 20-year campaign. The nature of the threat in this war is the use of force, including weapons of mass destruction, by non-state actors. Asymmetric threats posed by non-state entities, by their very nature, require new approaches to combat. This fact, coupled with the proliferation of nuclear weapons, other high-yield weapons, and evolving delivery capabilities, require continued vigilance against nation-states who participate in their development. Aggressive strategies against "rogue" nations who foster tyranny and oppose freedom may be necessary to prevent a catastrophic event. These events will shape our future for many years in the following ways:

a.(U) First, it necessitated a combatant command to focus on homeland defense. NORTHCOM is fully operational and working daily to refine its mission. The role and use of the National Guard is still evolving. I envision a time when our standing Joint Task Force – DC becomes the command structure of choice for controlling all military assets brought to bear on an incident in the District of Columbia. We are the "home" team.

b.(U) Second, the consolidation and removal of stovepipe operations in the Department of Homeland Security (DHS) must be replicated in DOD and the National Guard. Our JFHQ-DC will evolve to include assigned personnel from each branch of service and the Coast Guard. We must have a seamless staff that can integrate all services when responding to civil disturbances and consequence management related to natural disasters or terrorist attacks. This will also require coordination with the states and territories within the context of the Memorandum of Understanding for Military and Emergency Management Assistance Compact (EMAC) for Civilian. The DC National Guard should become the one-stop shopping command for DOD response to events within the District, whether under NORTHCOM (JTF-NCR), or under the EMAC agreement between the participating states, territories, and the District of Columbia.

c.(U) Third, we have to be ready to fight globally on a moment's notice. Our readiness posture must be funded at C-1 and we must train to mobilize and get to the fight quickly. We should have a window of opportunity to modernize equipment and facilities as the nation adjusts National Security Strategy to combat emerging threats. Rapid technological advances are making it difficult to predict the nature of warfare in the future and the weapons systems required for combat. We fight the information war on a daily basis. Advances in communications capabilities make this an area of growth. DOD hopes one day to send vehicles into combat without risking the lives of service men and women. Remotely piloted aircraft and vehicles are a reality and could be just around the corner for the DCNG.

d.(U) Space is the new frontier and I envision a day when we must defend these assets from attack. Change may be the only constant and our future leaders must be able to adapt rapidly to changing technologies and the organizations required for success. I envision hybrid organizations developed to leverage the core competencies within each military service and other agencies, especially those in the DHS. I see an increasing requirement to provide units and personnel in direct support of higher headquarters as "reach-back" increases for combat support functions and the information war, offensive and defensive, is fought daily from home. In this future of change and uncertainty one thing will remain constant – "Capital Guardians" will take the oath "to support and defend the Constitution of the United States, and the District of Columbia, against all enemies, foreign and domestic." Our job is to recruit men and women committed and capable of meeting this challenge. To paraphrase a former Air Guard Director, our job is to prepare our sons and daughters for war. We had better get it right--their lives and the future of our nation depend upon it!

1.6(U) The JFHQ-DC Steering Group

The Steering Group meets quarterly to chart the course of the DC National Guard. Specifically, the Steering Group:

- a.(U)* a) Envisions the future and develops strategies for achieving the JFHQ-DC vision.
- b.(U)* b) Develops, reviews, and updates the JFHQ Strategic Plan.

- c.(U) c) Develops, reviews, and updates the DCNG goals and objectives.
- d.(U) d) Approves the 15-month Joint Master Calendar.
- e.(U) e) Provides senior leader force management, succession planning and mentoring.
- f.(U) f) Addresses our most important resource-people-including recruiting, retention, diversity, morale, progression, and quality of life.
- g.(U) g) Oversees the joint Resource Policy Process.
- h.(U) The JFHQ-DC Steering Group Membership includes: CG, TAG, Assistant Adjutant General Army, Assistant Adjutant General Air, CMDR 113th Wing, Joint Chief of Staff, Vice JCOS, HRO, SCCW, SCSM, and SCCM.
- i.(U) Senior Commanders and Staff include: J1, J2/3, J4, J5/7, J6, J8, USP&FO, Vice CMDR 113th Wing, CMDR MAC, CMDR MEDCOM, DC OPS, CMDR SJA Det/NGB(Army & Air), and State Aviation Officer, CMDR 74TC, 260th RTI, CMDR 113th MSG, CMDR 33rd CST, CMDR Counter-Drug Task Force, NGRF, State Surgeon, and State Command Chaplain.
- j.(U) Supporting Members include a Facilitator, Recorder, Admin, DCNG SJA, and the JFHQ-DC Staff. Key positions are: The Joint Chief of Staff, Vice Joint Chief of Staff (opposite service of the Joint Chief of Staff), J-1, J-2/3, J5/7, J-4, J-6 and J-8.
- k.(U) The JFHQ-DC Steering Group consists of both military and full-time members that provide support to the DCARNG and DCANG for the federal mission, and to the Joint Task Force – DC (JTF – DC) for the DC mission, with oversight of community based missions.
- l.(U) The JTF-DC is configured with the following key positions: Joint Task Force Commander, Deputy JTF Commander, COS, JTF-1, JTF-2, JTF-3, JTF-4, JTF-6, Security Forces Team Leader, Transportation Forces Team Leader, and Contingency Forces Team Leader. ROLES: Execute missions in support of the JFHQ- NCR and/or the District of Columbia. The JTF-DC will participate in OPLAN development. The JTF-DC will support the standing Contingency Operation Plans such as Civil Disorder, Severe Weather, Terrorism, Special Events and other emergency operations. Additional Standing plans are the State Funeral, Presidential Inauguration and the State of the annual State of the Union Address.

1.7(U) The Joint Force Headquarters-DC Special Staff Positions

Chaplain, Judge Advocate General, Public Affairs, Inspector General, and the United States Property and Fiscal Office – audit positions, Senior Army Advisor. The special circumstances of the J8 Resource Management Process will be guidance by the NGB. The ARNG will be the executive agent with the ANG providing personnel. Presently, resources fed into the joint staff for operations and special events or projects, in addition to routine expenditures will continue to be processed by the J8 (USP&FO-DC).

1.8(U) Calendar and Deployment Plans

The Joint Force Headquarters Joint Calendar is a single source-planning document for the command. This document allows the planner an opportunity to review scheduled events that may or may not impact his planned event. The calendar is used to record recurring meetings, training events, retreats, off-sites, drill dates and special events. Secretary to the General Staff (SGS) and the third floor administrative staff maintain the calendar. Each service can provide input to the calendar two ways. First, they can provide data for input directly to the SGS via e-mail. Secondly, place information on the Joint Input Calendar that is later placed on the joint calendar. Currently, the joint calendar can be viewed by anyone with access to the Army system. The J6 is working with the National Guard Bureau to develop a web site for the joint calendar. In the future, access will be granted to all members of the DC National Guard.

2.1 Organizations and Functions of the General Officer Staff

- a. The Office of the Commanding General (CG).
 - (1)(U) Is executive and administrative head of the JFHQ-DC and the Commander of the JFHQ-DC.
 - (2)(U) Advises the Service Secretaries, C-JNGB, and appropriate combatant commanders in all matters relating to the DC National Guard.
 - (3)(U) Plans, develops and executes the military programs of the District of Columbia.

(4)(U) Directs the administration, logistics, training and operation of the military forces of the District of Columbia.

(5)(U) Provides guidance and supervision to The Adjutant General (TAG), and Special and Personal Staff.

(6)(U) Acts as Foreign Disaster Relief Coordinator for DC.

(7)(U) Organizational Chart Figure 2.1 , and 2.1a.

b. Office of The Adjutant General (TAG).

(1)(U) Advises the Commanding General and appropriate combatant commanders in all matters relating to the DCNG.

(2)(U) Responsible for organizing and overseeing the process and preparing the Strategic Plan for the District of Columbia National Guard. Coordinates planning and interoperability operational initiatives with the Assistant Adjutant General and the Joint Staff.

(3)(U) Responsible for advising the Commanding General on key demographic, social, and economic trends which impact the DC National Guard.

(4)(U) Responsible for developing and overseeing the Organizational Inspection Program.

(5)(U) Responsible for the Academic Board and overseeing the programs of the Regional Training Institute.

(6)(U) Responsible for insuring DC National Guard units achieve and maintain operational readiness for Federal service and District supported missions.

(7)(U) Organizational Chart Figure 2.2.

c. Assistant Adjutant General for Air.

(1)(U) May be the Air component commander for the JFHQ-DC.

(2)(U) Is the principal advisor to The Adjutant General for the command and management of the Air National Guard.

(3)(U) Ensures all ANG units maintain required levels of readiness.

(4)(U) Liaisons with the Director, ANG, on behalf of the CG/TAG.

(5)(U) Interprets and establishes policy based upon TAG guidance, JNGB and USAF directives.

(6)(U) May be dual-hatted as the JTF-DC Commander. Organizational Chart Figure 2.3.

d. Assistant Adjutant General for Army:

(1)(U) May be the Army component land commander.

(2)(U) Is the principal advisor to The Adjutant General for the command and management of the Army National Guard.

(3)(U) Ensures all ARNG units maintain required levels of readiness.

(4)(U) Interprets and establishes policy based upon TAG guidance, JNGB and US Army Directives.

(5)(U) May be dual-hatted as the JTF-DC Commander.

(6)(U) Organizational Chart Figure 2.4.

d. Commander, JTF-DC:

(1)(U) Responsible for the Reception, staging onward movement, and integration of Title 32, and / or State Active Duty SAD forces as directed by proper authority, under Memorandum of Agreement (MOU)/Emergency Management Assistance Compact (EMAC).

(2)(U) Responsible for operation employment of Title 10 forces as directed by proper authority, under dual-hat construct (T10/T32).

(3)(U) The commander JTF-DC will normally be dual-hatted as the Adjutant General or a federally Recognized general officer. The JTF-DC Commander can be an officer of a lower grade depending on the size for the JTF required. They must be a federally recognized officer in their current grade. Organizational Chart Figure 2.6.

ORGANIZATIONAL CHARTS

Office of the Commanding General

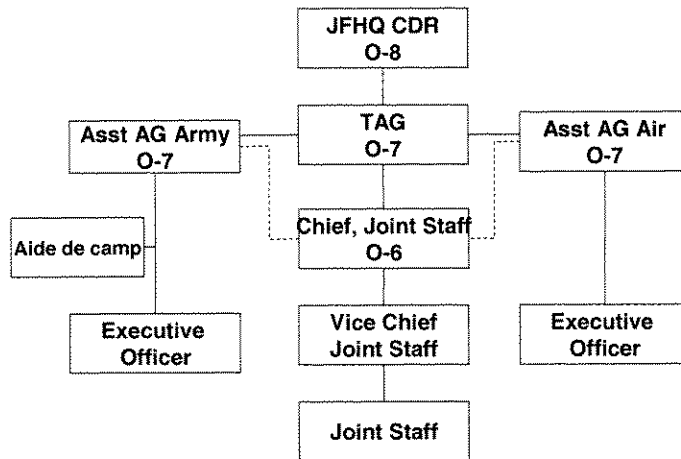


Figure 2.1 Office of The Commanding General

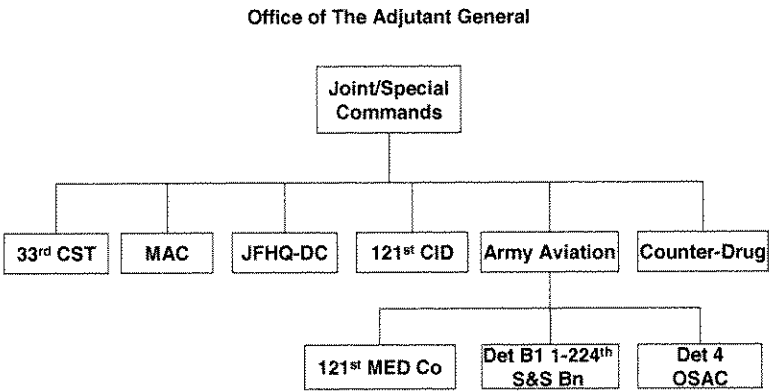


Figure 2.2 Office of The Adjutant General

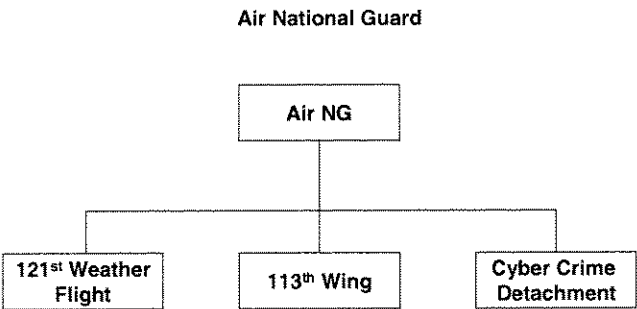


Figure 2.3 Air National Guard

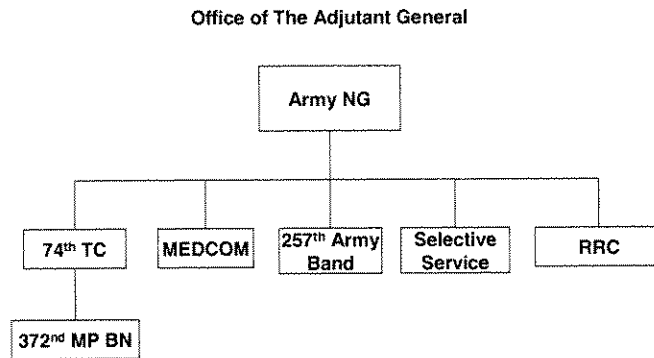


Figure 2.4 Army National Guard

f. Commander, JFHQ-DC.

(1)(U) Responsible for the Reception, staging, onward movement, and integration of Title 10 forces as directed by proper authority.

(2)(U) Responsible for operational employment of Title 10 forces as directed by proper authority.

(3)(U) The commander, will normally be dual-hatted as the Commanding General or federally recognized general officer.

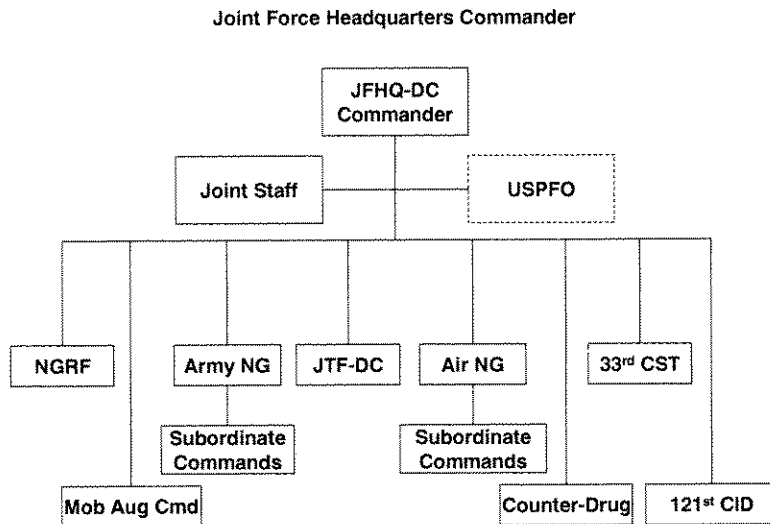


Figure 2.5 Commander, JFHQ-DC

g. Commander Joint Task Force.

(1)(U) Functions as the commander of the operational Joint Task Force when designated by the Commanding General/Commander, JFHQ-DC.

(2)(U) Provides command and control of the JTF by authority of the TAG.

(3)(U) Plans, prepares and conducts support to civil authorities in the District of Columbia to deter, detect, prevent, defeat and respond to terrorist acts.

(4)(U) On order support consequence management and Military Support to Civil Authorities operations.

(5)(U) The JTF-DC will provide command and control of operations forces.

(6)(U) The JTF-DC will plan, prepare and conduct operations to deter, detect, prevent, defeat and respond to terrorist, contingency, emergency and special events to the Federal and District of Columbia Governments in six phases:

(a)(U) Phase I – Pre-Alert/Planning

(b)(U) Phase II – Alert

(c)(U) Phase III – Deployment

(d)(U) Phase IV – Execution

(e)(U) Phase V – Redeployment

(f)(U) Phase VI – Closure/AAR

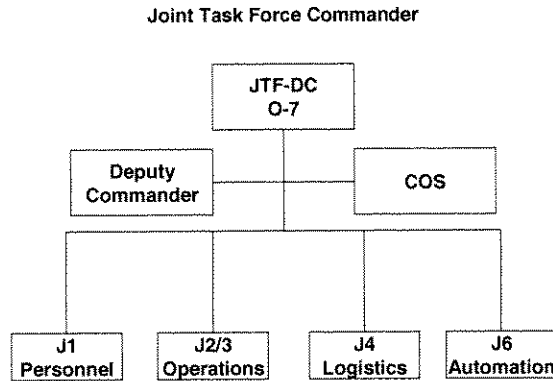


Figure 2.6 Commander, JTF-DC

h.(U) Staff Judge Advocate.

(1)(U) Acts as legal counsel and representative of the JFHQ-DC on all matters referred by law or by The Commanding General, including but not limited to military justice, military and civil affairs, environmental affairs, tort claims and contracts.

(2)(U) Examines and reports in writing and renders legal opinions to The Commanding General on all proceedings of courts-martial requiring the action of The Commanding General.

(3)(U) Renders legal opinions on reports of investigations and board proceedings referred for legal review.

(4)(U) Reviews contractual documents for legal sufficiency/propriety, advises on interpretation of laws and regulations, and makes final determinations on specific issues arising from contractor relationship with JFHQ-DC.

(5)(U) Reviews legal aspects of pending legislation.

(6)(U) Provides legal advice and counsel relative to labor-management matters.

(7)(U) Coordinates response and interacts with Federal and DC authorities in litigation involving the agency.

(8)(U) Responsible for all pre-deployment legal matters to include preparation of wills and powers of attorney, and guidance to service members relative to rights and benefits of applicable laws.

(9)(U) Provides legal assistance to service members as required by regulations, and legal assistance to families of service members during deployments.

(10)(U) Responsible for the Judge Advocate Section of the JFHQ-DC and provides Technical supervision to judge advocates of the District of Columbia.

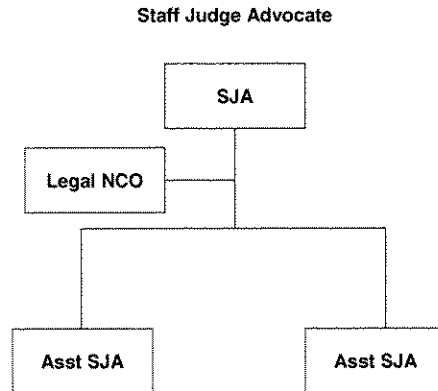


Figure 2.7 Staff Judge Advocate

i. Inspector General.

(1)(U) Provides a continuing assessment of the operational and administrative effectiveness of the Army and Air National Guard through evaluation of managerial procedures and practices; identification of problems, situations or circumstances that affect mission performance; and determination of the District of Columbia of economy, efficiency, discipline and morale.

(2)(U) Accepts requests for assistance from individuals, determines facts, and ensures that equitable action is taken in each case.

(3)(U) Conducts inspections, investigations, inquiries, surveys and studies as directed by The Commanding General.

(4)(U) Evaluates action taken on inspection findings, makes observations and recommendations to insure adequacy of corrective action.

(5)(U) Reviews and evaluates policies that affect the JFHQ-DC, and all units assigned, attached, and operationally aligned. Recommends revisions to current policy and assists in the formulation of policy necessary for the attainment of departmental objectives.

(6)(U) Provides guidance and technical supervision of the Inspectors General of the District of Columbia.

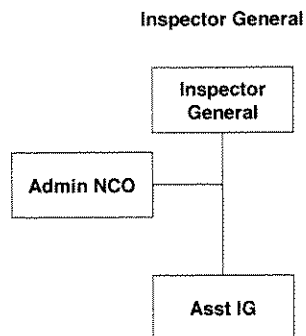


Figure 2.8 Inspector General

j. Senior Active Component Advisor.

- (1)(U) The liaison between The Commanding General and the parent service.
- (2)(U) Represents and acts as a spokesman for the Active Component in all National Guard matters under the purview of the parent service.
- (3)(U) Renders military advice and assistance to commanders in matters concerning the organization, operation, training, and readiness of National Guard units.
- (4)(U) Serves as Active Component adviser to the Commanding General.
- (5)(U) Advises Commanders in preparing assigned units for their wartime mission, with emphasis on training, logistics, maintenance, personnel development, and operational programs.
- (6)(U) Stresses training standardization through the use of approved military training doctrine.
- (7)(U) Ensures enforcement of standards for appointments, branch transfers, and promotions on Federal Recognition Boards.
- (8)(U) Accomplishes responsibilities related to the federal recognition of units, retirement approval authority, selective retention boards, evaluation of Officer producing programs and Military Academy academic boards.
- (9)(U) Performs other duties as directed associated with Mobilization Assistance Teams, Defense Coordinating Officer, counter drug liaison, casualty assistance, annual training evaluation, formal and informal inquiries, and Reserve Component command-directed inspections.

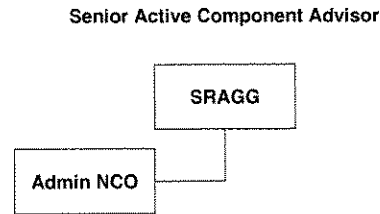


Figure 2.9 Senior Army Advisor

k. Public Affairs Officer.

- (1)(U) Responsible for the development, implementation and assessment of a public affairs plan that will enhance the visibility and positive image of the District of Columbia National Guard.
- (2)(U) Plan, schedule and conduct the Public Information and Command Information programs of the District of Columbia National Guard.
- (3)(U) Coordinate and approve Community Relations initiatives as required.
- (4)(U) Prepare, edit, publish and distribute the JFHQ-DC publications as required.
- (5)(U) Establish and maintain liaison, coordination and working relationship with all external and internal media outlets.
- (6)(U) Markets news and feature stories to external and internal media outlets.
- (7)(U) Prepare for and conduct news conferences and interviews.
- (8)(U) Train senior leaders to properly conduct news conferences and interviews.
- (9)(U) Prepare speeches and presentations as required.
- (10)(U) Conduct an ongoing community Relations and Public Awareness Program.
- (11)(U) Recruit, train, and assist Unit Public Affairs Representatives (UPAR) as necessary.
- (12)(U) Review and approve content of information on the District of Columbia National Guard internet web page.
- (13)(U) Maintain archives as appropriate.
- (14)(U) Provides guidance and technical supervision of the Public Affairs Representatives of the District of Columbia.

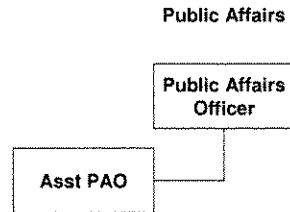


Figure 2.10 Public Affairs Office

l. Secretary To The General Staff (SGS).

- (1)(U) Serves as personal assistant to The Office of the Commanding General staff
- (2)(U) Provides for The Commanding General/Deputy Commanding General's personal well being and security and relieves him of routine and time-consuming duties.
- (3)(U) Helps prepare and organize schedules, activities and calendars. Prepares and executes trip itineraries.
- (4)(U) Meets and hosts The Commanding General's visitors at his headquarters or quarters.
- (5)(U) Coordinates protocol activities.
- (6)(U) Acts as an executive assistant.
- (7)(U) Coordinates with other personal staff members (secretaries, assistant aides, enlisted aides, and drivers).
- (8)(U) Performs varied duties according to The Commanding General's desire.

m. Chaplain.

- (1)(U) Confidential advisor to The Commanding General on issues of religion, ethics, moral climate, and morale, including the religious needs of all assigned personnel.
- (2)(U) Provide religious support and pastoral care to all JFHQ-DC service members and attached personnel.
- (3)(U) Responsible for recruiting chaplain/chaplain candidates. Approval authority for newly appointed chaplains in the District of Columbia National Guard.
- (4)(U) Develops and implements The Commanding General's religious support program and assists in ensuring that all service members have the opportunity to exercise their religion.
- (5)(U) Coordinates religious support with unit ministry teams of higher and adjacent headquarters, other services, and multinational forces or coalition partners.
- (6)(U) Translates operational plans into ministry priorities for religious support.
- (7)(U) Performs or provides religious rites, sacraments, ordinances, services and pastoral care and counseling to nurture the living, care for casualties, and honor the dead.
- (8)(U) Provides guidance and technical supervision of the Chaplains of the District of Columbia National Guard.

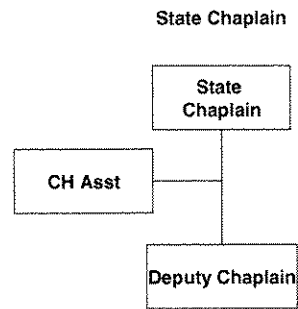


Figure 2.11 State Chaplain HQ

n. Command Chief Warrant Officer.

(1)(U) Ensures policies are in place to foster warrant officer morale, welfare, discipline, performance, training, awards, recognition, and equal opportunity.

(2)(U) Reviews changes in regulations and directives from Joint National Guard Bureau and other higher headquarters to determine local impact on Warrant Officer Corps.

(3)(U) Develops and implements programs that monitor career and professional development, evaluation, and progression of Warrant Officers within the District of Columbia Army National Guard.

(4)(U) Plans, develops and coordinates the recruitment and staffing of Warrant Officer positions with Joint Forces Headquarters District of Columbia, major subordinate commands, and other Federal and District authorities.

(5)(U) Responsible for developing and sustaining a Warrant Officer Candidate sponsorship program.

(6)(U) Establish and provide oversight of a District of Columbia National Guard Warrant Officer Advisory Council; serves as chairperson and advises the Commanding General of issues that affect Warrant Officers.

(7)(U) Advise, coordinate, and assist in the Selection and Promotion of DC ARNG Warrant Officers.

o. Command Sergeant Major (ARNG).

(1)(U) Provides personal, professional and technical advice and recommendations to The Commanding General and staff in matters pertaining to enlisted personnel and the noncommissioned officer (NCO) corps.

(2)(U) Executes established policies and standards concerning enlisted personnel's performance, training, appearance and conduct.

(3)(U) Maintains communications with subordinate unit NCOs and other enlisted personnel through NCO channels.

(4)(U) Monitors unit and enlisted personnel training and makes recommendations as necessary.

(5)(U) Administers and monitors the Non-Commissioned Officer Development Program (NCODP) and sergeant's time training.

- (6)(U) Provides counsel and guidance to NCOs and other enlisted personnel.
- (7)(U) Performs other duties The Commanding General prescribes, including receiving and orienting newly assigned enlisted personnel and helping inspect command activities and facilities.
- (8)(U) Monitors and recommends actions as necessary on the morale and discipline of units.
- p. Command Chief Master Sergeant (ANG).
- (1)(U) Provides personal, professional and technical advice and recommendations to The Adjutant General and staff in matters pertaining to enlisted personnel and the noncommissioned officer (NCO) corps.
- (2)(U) Executes established policies and standards concerning enlisted personnel's performance, training, appearance and conduct.
- (3)(U) Maintains communications with subordinate unit NCOs and other enlisted personnel through NCO channels.
- (4)(U) Monitors unit and enlisted personnel training and makes recommendations as necessary.
- (5)(U) Administers and monitors the Non-Commissioned Officer Development Program (NCODP) and sergeant's time training.
- (6)(U) Provides counsel and guidance to NCOs and other enlisted personnel.
- (7)(U) Performs other duties The Adjutant General prescribes, including receiving and orienting newly assigned enlisted personnel and helping inspect command activities and facilities.
- (8)(U) Monitors and recommends actions as necessary on the morale and discipline of units.
- q. United States Property And Fiscal Office (USPFO).
- (1)(U) The United States Property and Fiscal Officer are the agent of the Chief, Joint National Guard Bureau who receives and accounts for all federal funds and properties of the United States in the possession of the District of Columbia National Guard.
- (2)(U) Responsible to the Chief, Joint National Guard Bureau to ensure that all applicable laws, regulations, policies and procedures established by Congress Office of the Secretary of Defense, Department of the Army and Department of the Air Force, as implemented by Chief, Joint National Guard Bureau are complied with in the District of Columbia.
- (3)(U) Provide financial and logistical resources for the maintenance of federal property in the possession of the District of Columbia National Guard.
- (4)(U) Advise and assist units, organizations, and activities within District of Columbia to ensure Federal property is used in accordance with applicable Department of the Army and Air Force directives as implemented by the Chief, Joint National Guard Bureau.
- (5)(U) Manage the Federal logistic support system for the District of Columbia and upon mobilization of a supported unit, provide that support necessary for the transition of the mobilized entity into active duty status.
- (6)(U) Make returns and reports on Federal funds and property as directed by the Chief, Joint National Guard Bureau and the appropriate services secretary.
- (7)(U) Take appropriate action pertaining to any irregularities, misuse, or abuse of Federal property or funds issued to National Guard units within the District of Columbia and immediately acquire as much information as possible that comes to their attention and report to The Commanding General or Chief, Joint National Guard Bureau (as appropriate).
- (8)(U) Responsible for the review and approval of all Army and Air National Guard contracts and other contracting/procurement activities.
- (9)(U) Responsible for commercial movements and transportation of personnel, technicians, supplies, and equipment in support of Army and Air National Guard elements within the District of Columbia.
- (10)(U) Designated as the Grants Officer, Contracting Officer, Class B Agent, Transportation Officer, for purposes of representing the Federal Government in administering all Agreements and Transactions.
- r. State Surgeon.
- (1)(U) Plans and reviews medical programs for readiness. Awards clinical privileges to medical personnel at units with non-physician commanders. Recommends approval/disapproval of waivers and

line of duty determination requests to the Joint National Guard Bureau Surgeon. Coordinates medical recruiting and retention drives with the JFHQ-DC Recruiting and Retention Command.

(2)(U) May be dual-hatted as Medical Detachment Commander or the JFHQ-DC Surgeon.

(3)(U) Reviews sketches and drawings for alteration or construction of buildings, structures, maintenance areas, machines or roadways to ensure compliance with applicable safety and occupational health laws and regulations.

s. Occupational Safety And Health Administration.

(1)(U) As the Occupational Safety and Health Administration (OSHA) manager of the ARNG within the District of Columbia National Guard, surveys, inspects and evaluates work and training areas and assigned activities throughout the District of Columbia National Guard to eliminate hazards and to assure compliance with applicable safety regulations and directives.

(2)(U) Certifies all types of firing ranges, indoor and outdoor that are under the jurisdiction of The Commanding General to insure compliance with applicable Army and other agency' safety regulations.

(3)(U) Manage Hearing Conservation Program.

(4)(U) Serves as Radiological Protection Officer for the District of Columbia Army National Guard. Reviews and approves in writing local Radiological Protection Officers. Serves as the liaison officer between the local Radiological Protection Office and the Chairman of the District of Columbia Army National Guard Safety Council. Provides technical advice and assistance in all areas involving radioactive materials.

(5)(U) Provides guidance and technical supervision to the medical community of the District of Columbia Army National Guard.

(6)(U) Coordinates execution issues regarding utilization of TRICARE for Reserve Component Soldiers with the TRICARE Management Agency and OASD (HA).

(7)(U) Advise The Army Adjutant General on operational and programmatic issues impacting the District of Columbia Army National Guard's ability to respond to domestically occurring manmade and natural disasters.

(8)(U) Manage Health Promotion and Wellness Programs.

t. Air National Guard Flight Surgeon.

(1)(U) Plans and reviews medical programs. Visits all medical squadrons and geographically separated units with medical personnel assigned at least annually.

(2)(U) Awards clinical privileges to medically personnel at units with non-physician commanders.

(3)(U) Recommends approval or disapproval of waivers and line of duty determination requests to the National Guard Bureau Air Surgeon.

(4)(U) Coordinates medical recruiting and retention.

(5)(U) Serves on medical officer promotion boards. Advises the Air Adjutant General during District of Columbia disasters.

(6)(U) May be dual hatted as State Surgeon.

u. State Safety Office.

(1)(U) Advises Chairman of the District of Columbia Army National Guard Safety Council and the Chief of the Joint Staff on all matters pertaining to the management and direction of the Command Safety Program.

(2)(U) Exercises technical supervision over the unit Command Safety Programs and personnel.

(3)(U) Assists subordinate commands in training qualified safety personnel and recommends specialized training, when required, to further their professional development.

(4)(U) Establishes short and long-range command safety objectives.

(5)(U) Maintains liaison with safety directors of the other services and key safety personnel in industrial, academic and civilian communities.

(6)(U) Monitors and evaluates the development and implementation of the command safety program at all echelons. Identifies specific problem areas and recommends corrective measures.

(7)(U) Requires application of risk management techniques for all tasks, activities and operations to ensure hazards are identified, assessed and mitigated.

- (8)(U) Monitors and evaluates the presence and effectiveness of safety measures and culture.
 - (9)(U) Conducts internal safety inspections.
 - (10)(U) Responsible for collecting, reviewing and timely submission of all accident reports and related documents.
 - (11)(U) Assists in investigating accidents and hazardous conditions, prepares reports and maintains records.
- v. The Army Aviation Office.
- (1)(U) The State Army Aviation Officer (SAAO) advises the Commanding General, Joint Staff, and Major Subordinate Commands on the employment and appropriate use of Army aircraft, and is dual-hatted as the Commander, Aviation Command, including all army aviation assets assigned or attached to the DCARNG.
 - (2)(U) Provides guidance and advice on aviation matters to aviation commanders, major unit commanders, and JFHQ-DC staff, to include: Facility construction, aviation force structure, and all other aviation issues.
 - (3)(U) Provides policy and written procedures for implementation of the ARNG Aviation Program, including training, maintenance and safety.
 - (4)(U) Implements and supervises state and regional reserve component rotary wing Operational Support Airlift program.
 - (5)(U) Coordinates the use of DCARNG aviation assets with other DCNG organizations and other District/federal agencies.
 - (6)(U) Coordinates and develops aviation contingency support plans in conjunction with the Joint Staff and regional aviation assets.
 - (7)(U) Allocates resources commensurate with the units' missions and priorities established by the Commanding General.
 - (8)(U) Provides staff oversight and assistance to the aviation commanders in the development of the annual flying hour program.
 - (9)(U) Manages the aviation budgets, to include budget development, defending budgets through the budget process (PBAC level 1&2), allocating funds to the Army Aviation Support Facility and aviation units (RAFTP, TRST, VFHP, etc.), management of Government Purchase Card and AIRCard (Fuel) programs, management of subordinate program and activity managers, commitment, obligation and liquidation of these funds.
 - (10)(U) Prepares and coordinates budgetary information required to support aviation specialized training programs.
 - (11)(U) Provides oversight of the Aircrew Training Program, including Counter-drug Aviation.
 - (12)(U) Ensures the prompt investigations of all aircraft accidents.
 - (13)(U) Convenes Flight Evaluation Boards when required.
 - (14)(U) Reviews, verifies prerequisites, and approves applications for formal aviation training courses and schools. Submits required waiver requests to NGB. Coordinates and approves aviation school allocations and priorities.
 - (15)(U) Reviews and consolidates the Aviation Logistics and Readiness Model (ALRM) Report. Certifies and validates accuracy of data in ALRM report. Ensures readiness and availability of personnel and aircraft for support of state and unit aviation missions.
 - (16)(U) Supervises Army Aviation Support Facility personnel to provide aviation training and aircraft maintenance support to state (and attached) aviation units.
 - (17)(U) As a member of the State Aviation Officer Advisory Council (SAOAC), SAAO provides input to identify national Army Aviation issues and priorities for presentation to the Chief of Staff Advisory Council (COSAC).

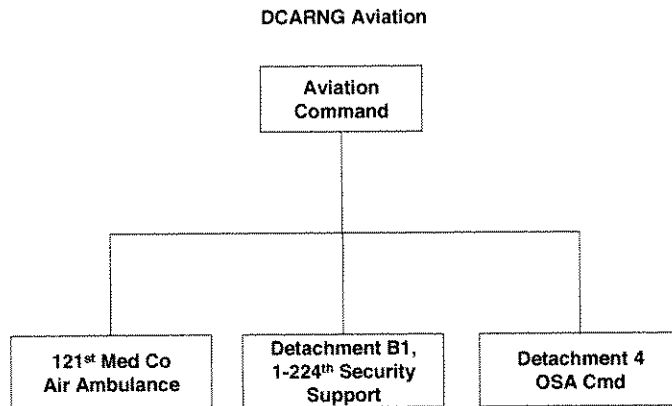


Figure 2.12 Aviation Command

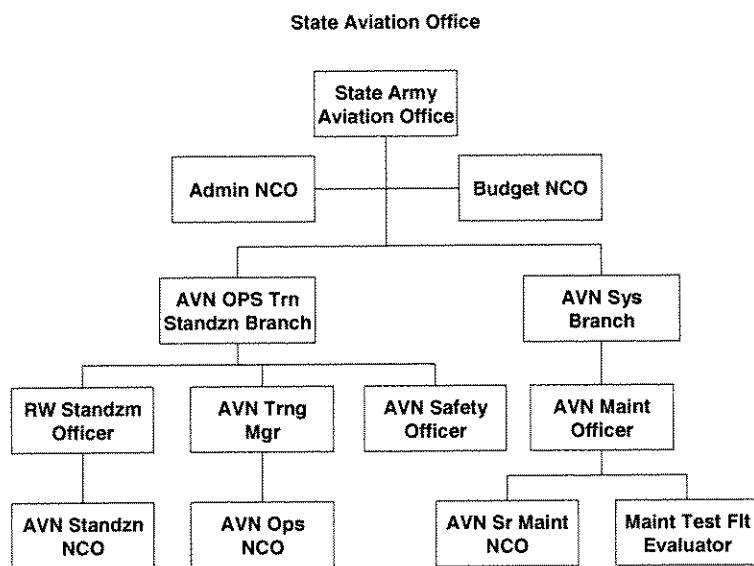


Figure 2-13 State Army Aviation Office

3.1 Organizations and Function of the Joint Staff

a. The Chief of The Joint Staff.

- (1)(U) Supervises and coordinates the activities of the Joint Staff.
- (2)(U) Assists The Commanding General and Deputy Commanding General in determining policy and interprets matters of policy for operating divisions under his supervision.
- (3)(U) Assists in developing policies and procedures required to effect maximum utilization of available Federal resources.
- (4)(U) Serves as the Chair of the Level II Program Budget Advisory Council.
- (5)(U) Carries out policy and directs programs during the absence of both The Commanding General and the Deputy Commanding General.
- b. The Vice Chief of The Joint Staff.
 - (1)(U) Functions as the Vice Chief of Joint Staff in the absence of the Chief of Joint Staff.
 - (2)(U) Shares in and assists the chief with respect to all phases of the work of the Joint Staff and the managing of the Joint military functions, and directs joint military program operations throughout the State.
 - (3)(U) Manage Officer Evaluation Reports for Joint Command Group leadership.
 - (4)(U) Perform inquiries and investigations for Joint Command Group leadership.
 - (5)(U) Manage General Officer Special Work Man-day Program.
 - (6)(U) Coordinate JFHQ-DC Staff Unit Visit Program

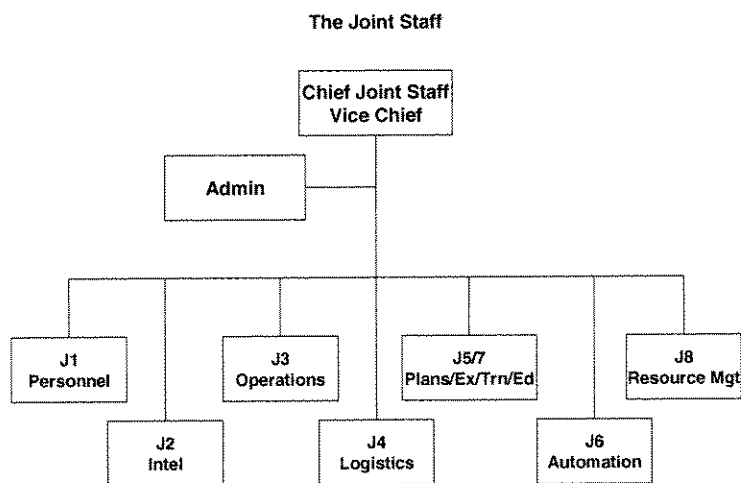


Figure 3.1 The Joint Staff

c. J1 Director of Manpower and Personnel.

- (1)(U) Responsible for the administration and management of the personnel systems of the National Guard.
- (2)(U) Serves as a primary advisor to the Adjutant General on all personnel issues.
- (3)(U) Provides guidance and counsel to staff elements and subordinate units regarding all personnel matters.
- (4)(U) The J1 may be a dual-hatted position.
- (5)(U) Office of Manpower Management.

- (a)(U) Responsible for recruitment and placement of all personnel for the National Guard.
- (b)(U) Responsible for validation of all manpower requirements and authorizations for the National Guard.
- (c)(U) Responsible for reclassification of positions when required.
- (6)(U) Air Personnel Readiness Branch
 - (a)(U) Provide State level coordination of all military personnel programs.
 - (b)(U) Manages the diversity program liaison and coordination with the human resource advisor for diversity awareness and promoting mentorship activities.
 - (c)(U) Coordinate and formulate policies to support the recruiting efforts at subordinate units.
 - (d)(U) Manages State and federal program awards, decorations, special recognition, and other incentive and retention enhancement efforts
 - (e)(U) Monitors manning, manpower authorizations and organizational changes.
 - (f)(U) Administer and monitor the privacy act and freedom of information act program for the Air National Guard
 - (g)(U) Maintains personnel records as required.
- (7)(U) Army Personnel Management and Readiness Division.
 - (a)(U) Responsible for the overall personnel administration and management of the National Guard.
 - (b)(U) Provides guidance and counsel to The Adjutant General and other staff officers in the handling of Army personnel issues in their functional areas and is charged with the following operations.
- (8)(U) Enlisted Personnel Branch
 - (a)(U) Prepare, edit and process Non commissioned Officer Efficiency Reports, and when applicable, provide notice to major commands of delinquent reports; provide advice and guidance on quality reporting.
 - (b)(U) Administer the Reserve Enlistment Program (REP-63), establish quotas, publish and distribute orders, screen and transmit records to training centers relative to individual cases.
 - (c)(U) Responsible for retirement counseling and processing of applications for retirement pay to include record research, documentation and submission to the Army Personnel Command (ARPERCOM).
 - (d)(U) Formulate plans, draft procedures and administers the Army awards and decorations program
 - (e)(U) Administer and manage the Enlisted Promotion Point System (EPPS).
 - (f)(U) Administers and coordinates all headquarters level enlisted personnel boards.
 - (g)(U) Responsible for casualty assistance of all military personnel living within the assigned area of responsibility. Process SGLI claims and other documents pertinent to personnel assigned to the National Guard.
- (9)(U) Health Services Branch.
 - (a)(U) Supports mission readiness by offering medical services to all personnel.
 - (b)(U) Assists individuals in processing claims for pay and/or allowances through the Comptroller and Military Pay Branch.
 - (c)(U) Coordinates with State Surgeon for processing Line of Duty Investigation's (LOD).
- (10)(U) Personnel Readiness Branch.
 - (a)(U) Responsible for the personnel readiness of the individual soldiers assigned to the National Guard.
 - (b)(U) Provide automated information to effectively report the personnel needs of the individual soldier. Provide the necessary personnel management tools to field commanders at all levels of command. Provide management information to functional managers at State Area Command. .
 - (c)(U) Maintains Military Personnel Record Jacket (MPRJ).
 - (d)(U) Responsible for posting all changes received from reporting units to the official military personnel record.
 - (e)(U) Provide information to commanders regarding delinquent physicals, panographs, DNA testing, and other areas that affect the deployment status of the soldier.
 - (f)(U) Provide statistical data to the J1 on accessions, losses and other trends that might affect the recruitment and placement of new enlistments.

- (g)(U) Review and validate all documentation relating to changes affecting pay before transmitting the documents to Military Pay Branch for processing.
- (h)(U) Has prime responsibility for transition into SIDPERS, database planning, direction and implementation through directives and field instruction.
- (i)(U) Maintains the electronic personnel records system (SIDPERS). Provides technical assistance and oversight to SIDPERS users at all levels.
- (j)(U) Assist the JI by providing electronic statistical data needed for personnel management.
- (k)(U) Responsible for controlling and maintaining accurate personnel data for each assigned and attached individual within the Army National Guard.
- (l)(U) Responsible for the permanent microfilming of personnel records. (PERMS)
- (m)(U) Validates and processes 20-year letters for retirement.
- (n)(U) Operates an issue station for identifications cards for all military, family members and retired personnel of the Armed Forces.
- (o)(U) Installs, provides training, and maintains Unit Personnel System (UPS) at the unit level to enable units to input data directly into SIDPERS.
- (11)(U) Incentive Branch.
- (a)(U) Administer the Army National Guard Incentive programs, to include Student Loan Repayment Program, Enlistment Bonus, Prior Service Bonus, Affiliation Bonus, Civilian Acquired Skills Bonus, Reenlistment/Extension Bonus and Off-Peak Ship Bonus.
- (b)(U) Provide statistical data as required.
- (12)(U) Education Services Branch.
- (a)(U) Administer the Educational Assistance Program, to include 100% Tuition Waiver Program, Army Continuing Education System (ACES), Tuition Assistance Funds, Montgomery GI Bill, DANTES Testing, and Distance Learning programs.
- (b)(U) Coordinate the Guaranteed Reserve Forces Duty ROTC Scholarship Program with the Military Professor of Science at Colleges and Universities throughout State.
- (c)(U) Assist military personnel in converting military experience to civilian college credit.
- (d)(U) Provide statistical data as required.
- (13)(U) Officer Personnel Branch
- (a)(U) Develop, implement and operate the Officer Personnel Management System (OPMS).
- (b)(U) Prepare required documentation and records for the administration of the Federal Recognition Boards, Selective Retention Boards, DA Mandatory Selection Boards, and predetermination packages for officer and warrant officer appointments.
- (c)(U) Maintain personnel files for all officers and warrant officers of the Army National Guard (ARNG).
- (d)(U) Coordinate with commanders and supervisors to ensure career counseling for all officers and warrant officers is conducted to determine career potential and future assignments for each officer and warrant officer.
- (e)(U) Ensure that all aspects of State and Federal laws and regulations affecting officer procurement, classification, reclassification, assignment, transfer, promotion, elimination, separation, and reorganizations administered accurately.
- (f)(U) Review and validate requests for waivers relative to appointment of officers and warrant officers.
- (g)(U) Prepare, edit and process all officer and warrant officer evaluation reports; provide notice to major commands of delinquent reports; and, furnish advice and guidance on quality reporting.
- (h)(U) Formulate personnel and administrative procedures and policies based on interpretation of regulations and directives from Department of the Army.
- (i)(U) Evaluate personnel and administrative programs in subordinate commands to assure adherence to established procedures and policies and the achievement of personnel and management objectives.
- (j)(U) Monitor and evaluate officer and warrant officer completion of military and civilian educational requirements needed to maintain federal recognition and personnel readiness.
- (14)(U) Support Services Division.

(a)(U) Family Support Office. facilitates ongoing communication, involvement, support, and recognition between NG families and the NG, advises the J1 and other staff on family quality of life issues, assists the commanders in the area of family readiness through workshops, briefings, and publications of pamphlets and newsletters, and provides guidance and assistance in establishing and maintaining family support and volunteer groups.

(b)(U) State Alcohol and Drug Control Office (ADCO) manages and allocate drug-testing quotas within the State according to the policies and priorities established by the National Guard Bureau and the Adjutant General, establish and maintain coordination with the State's assigned Forensic Toxicology Drug Testing Laboratory (FTDTL), identify State certified, community based drug and alcohol referral, counseling, and rehabilitative services and ensure that this information is made available to unit commanders for use in their referral service, annually train unit alcohol and drug counselors (UADC's) on all aspects of ADAPCP. Develop and distribute alcohol and drug prevention education and training programs.

(c)(U) Employer Support of the Guard and Reserve (ESGR) provides full-time support office for the State Employer Support of the Guard and Reserve committee, provides advice and technical guidance to the J1 regarding all matters regarding employer issues for any member of the Armed Service, conduct military awareness programs for employers and employees, develops and implements an employer recognition program for the State, procures and distributes appropriated and non-appropriated funds to support local and national initiatives for employer support.

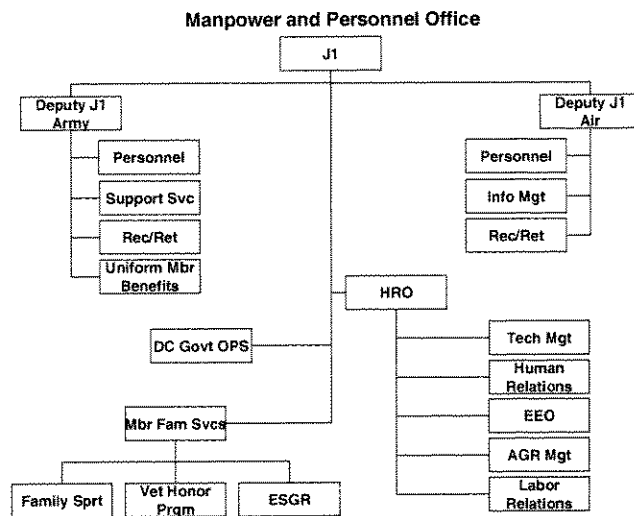


Figure 3.2J1 Manpower and Personnel

d. J-2 Intelligence.

(1)(U) The director, J-2, serves as the primary advisor to The Commanding General for all intelligence related matters to include, but not limited to, current intelligence, foreign/domestic threat information, situational awareness and Common Operating Picture (COP), intelligence plans, policy and programs, and Security Office operations. Serves as the channel of communication for the Commanding General to CNGB, NORTHCOM, other combatant commands and agencies as required on intelligence matters.

(2)(U) Intelligence Plans and Support Division

(a)(U) Provides current intelligence and situational awareness to the Commanding General, and Joint Force Headquarters Staff with timely and accurate intelligence.

(b)(U) Provides, operations security and counterintelligence threat training for the Joint Staff Personnel. Produces Threat Briefings and Country Studies for JFHQ-DC senior leaders as necessary.

(c)(U) Coordinates Sensitive Compartmented Information Facility (SCIF) policy within the State. Coordinates with local, State, and Federal Law enforcement officials and with Military Intelligence personnel to the extent possible under Intelligence Oversight Regulations. Administers the State Intelligence Oversight Program.

(d)(U) Manages the J-2 current intelligence cell located within the JFHQ-DC Joint Operations Center (JOC), provides intelligence analysis and situational awareness to CG and staff. Provide intelligence support for the DC Emergency Management Agency. Coordinates all intelligence actions with the J3.

(e)(U) Performs Security Management functions supporting the protection of classified media and materiel. Serves as the COMSEC Custodian for the JFHQ-DC COMSEC account.

(f)(U) Develops JFHQ-State J2 policy. Coordinates and facilitates the development of intelligence policy for subordinate units in coordination with the service component.

(g)(U) Coordinates and functions as budget manager for the following programs: The Defense Language Program, the Readiness Training Program (REDTRAIN), the Joint Intelligence Reserve Program (JIRP), and the Defense Intelligence Reserve Program (DIRP).

(3)(U) Security Division

(a)(U) Prescribes joint intelligence support for Homeland Defense/Security and Military Assistance to Civil Authority (MACA) missions involving the DC National Guard.

(b)(U) Direct and implement the physical security program for safeguarding all facilities, weapons, ammunition, explosives, and other Federal equipment located within the District of Columbia in accordance with appropriate Federal regulations.

(c)(U) Direct, supervise, monitor, evaluate and administer the security clearance program for the DCNG, using Electronic Personnel Security Questionnaire (EPSQ) and the document security programs for the DCNG.

d. J-3 Director of Operations and Plans Division:

(1)(U) The principal staff agency for all matters pertaining to the Joint Operations and Plans Division, Director of Military Support, Army Training Division, Joint Air Operations and Joint Counter-Drug Operations.

(2)(U) The principal staff agency for all matters pertaining to operations, plans, and the Joint Operations Center (JOC).

(3)(U) Develop and publish policies and procedures in accordance with regulations, laws and directives.

(4)(U) Develop, evaluate and coordinate training/preparedness exercises to insure readiness across all aspects of assigned missions.

(5)(U) Responsible for insuring regulatory compliance regarding all aspects of Physical Security of Arms, Ammunition, and Explosives (AA&E).

(6)(U) Coordinate and develop the procedural plans and operational guidelines for the State Partnership Program.

(7)(U) Special Joint functional area: Funeral honors; Ceremonial Unit; Special Projects, Youth programs and Sports competitions

(8)(U) Director of Military Support (DOMS)

(a)(U) The DOMS assists the J-3/Commander, JFHQ-DC in the direction and control of all domestic support operations. Responsible for planning, coordinating, information sharing, and integrating all aspects of domestic support operations. Responsible for formulating, managing, and distributing resources to include: the Counter drug Program and the Weapons of Mass Destruction-Civil Support Team (WMD-CST) Program.

(b)(U) Prepare, coordinate, maintain and publish operations plans and supporting documents for all contingency missions, i.e., Land Defense; Military Support of Civil Defense; Natural Disaster and Civil Disturbance.

(c)(U) Responsible for integrating military support plans with federal, District, State and local agencies in developing plans, training programs and otherwise assisting them in increasing the capability of civilian agencies to cope with civil disturbances, natural disasters, other domestic emergencies, and Chemical Biological Radiological Nuclear and High Explosives (CBRNE).

(d)(U) Organize and operate a JOC at the JFHQ-DC to direct, coordinate, and support Federal agencies and/or emergency operations of all forces committed to military support missions.

(e)(U) As directed, collect and disseminate information pertinent to emergency operations. Coordinate with local, District and Federal law enforcement officials and other intelligence agencies.

(f)(U) Maintain informational records on military resources within the District of Columbia. Perform research and prepare studies on the use and capabilities of equipment and make recommendations on distribution by the United States Property and Fiscal Office of equipment and supplies available for or vital to emergency operations.

(g)(U) In conjunction with the J-5 and J-7, plan, develop, coordinate, control and participate in inter-agency interoperability exercises. Evaluate results and make recommendations and suggestions for correction of noted deficiencies and areas for improvement to commanders and responsible civil authorities.

(h)(U) Prepare and deliver presentation on military support plans, programs and activities to civil authorities. Provide military support briefings to military officials at all levels as necessary to assure a proper understanding of the mission.

(i)(U) The communications-Electronics (C-E) section of DOMS will provide communications-electronics support (nonstandard) to JFHQ-DC. The C-E section will also prepare and publish DCNG CEOI, CESI and other supporting documents. The C-E section will supervise the operation and maintenance of DCNG and the District of Columbia Radio Communications System.

(9)(U) Chief of The Training Division

(a)(U) Issue training guidance to allow major subordinate commands to effectively plan training, to include major training objectives. Issue pertinent policies and training budget directives to enable effective planning at unit level. Conduct continuous training evaluations of subordinate commands.

(b)(U) Evaluate training and make recommendations relative to improved use of training facilities; increased allocations for training time, and priorities for the distribution of equipment.

(c)(U) Plan and prepare training tests and instructional material. Monitor and budget for the procurement of training aids and instructional material.

(d)(U) Coordinate, direct, and monitor special training programs such as affiliation, association, mutual support, marksmanship/sports programs, ATAs, etc. Prepare budget estimates/reviews as necessary and exercise management control of such funds made available.

(e)(U) Establish priorities for attendance of individuals at Service specific and special schools; manage school programs of field organizations. Prepare announcements regarding service schools programs, including courses conducted by the various branch schools and military training centers. Prepare budget estimates/reviews as necessary and exercise management control of such funds made available.

(f)(U) Provide guidance, assistance, and training on all NBC matters to subordinate commands.

(10)(U) Small Arms Training Team

(a)(U) Provide staff guidance for the establishment and conduct of unit marksmanship programs.

(b)(U) Maintain marksmanship equipment to support marksmanship programs.

(c)(U) Perform duties of DCNG Marksmanship Coordinator and be responsible to the Training Division Chief on matters regarding marksmanship.

(d)(U) Coordinate DCNG Composite Rifle and Pistol Team operations.

(e)(U) Conduct annual unit marksmanship coordination training.

(f)(U) Establish and implement a foreign weapons training program.

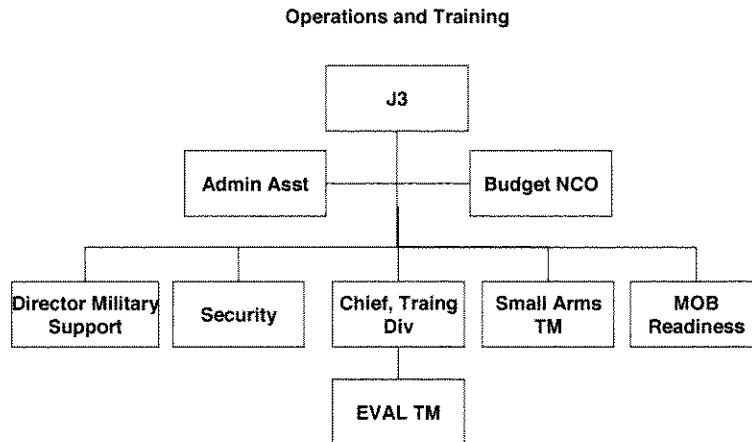


Figure 3.3 J3 Operations and Training Div

(11)(U) Mobilization and Readiness Division.

(a)(U) Serves as the principal staff officer to the J3 in all matters concerning Mobilization, Deployments/Redeployments, Force Integration, and Readiness Issues.

(b)(U) Responsible for synchronization for mobilization, deployment/redeployment, planning, training and execution IAW all current policies, regulations and laws.

(c)(U) Organizes and executes techniques and procedures in the operation of service specific Mobilization and Deployment Exercise Program. Directs and manages the development of the State Mobilization & Deployment plan. Ensures adherence to provisions of Service Specific Rules and Regulations.

(d)(U) Make recommendations to the J3 concerning the stationing of certain types of units throughout the State based on such criteria as the capability of communities to support units, and the availability of local training areas. Prepares, staffs and coordinates stationing decisions according to JNGB Regulation 10-1. Has oversight over all Reserve Component structure stationing that resides within the state.

(e)(U) Analyzes new authorization documents, identifies conflicts, substantive changes and doctrinal issues, and recommends courses of action. Identifies and recommends priorities for integration of new doctrine and equipment.

(f)(U) Responsible for development of the State long-range force integration plan through management of the State Force Integration Program. Analyzes integrating new doctrine and force structure in the most effective manner possible, while maintaining acceptable readiness levels.

(g)(U) (9) Manages the Global Command & Control System (GCCS).

(h)(U) (10) Develop and implement concepts and procedures for the review, evaluation, and analysis of force readiness. Identifies causes of readiness shortfalls and develops courses of action for correction. Responsible for readiness policies, procedures, and reporting.

d. J-4 Director of Logistics.

(1)(U) Serves as the Director of Logistics, J4 and principle advisor to TAG, the JFHQ-DC senior staff and the JNGB Army Directorate for all joint command logistics matters within the JFHQ-DC, less

aviation support activities and those function which fall under the purview of the USPFO to include, but not limited to, supply, services, maintenance, and transportation.

(2)(U) Advises the Adjutant General and provides technical and policy recommendations for all logistics matters.

(3)(U) Provides technical oversight and guidance to subordinate commanders and supervisors on matters pertaining to logistical readiness.

(4)(U) Serves as member of the state's Program Budget Activity Committee (PBAC) and overall Program Manager for logistics Direct and Indirect OPTEMPO funds responsible to forecast, program and execute funds within annual funding guidance from JNGB.

(5)(U) Maintenance Division

(a)(U) Surface Maintenance Branch establishes programs, policies, and directives necessary to manage surface equipment maintenance operations at all levels of command, provides oversight and supervision of all surface maintenance facilities, establishes, directs and monitors the maintenance and logistical assistance evaluation programs, collects, analyzes and provides guidance to the J-4 on surface equipment readiness, plans and conducts activities to support new equipment fielding, new equipment training, and displaced equipment training, serves as the Activity Manager for the repair parts, accounts and recommends priorities in the execution of funds.

(b)(U) Technical Operations Branch (refer to staffing guide).

(c)(U) Material Readiness Branch evaluates changes in the State Surface Maintenance Program that will affect the maintenance capability forecast, and provides trend analysis and equipment readiness data and the status of the deployment ability of the DCARNG through the use of various medias to include but not limited to field surveys, maintenance productivity reports, equipment readiness reports, and maintenance bulletins, safety of rse messages, and MWO notifications.

(d)(U) Maintenance Instruction Assistance Team Branch establishes and develops the MAIT Program and ensures that the MAIT members are technically competent and possesses the ability to provide quality assistance and instruction, assists commanders at all levels in identifying and resolving maintenance, supply, and maintenance management problems within their units, and provides assistance in operator requirements, preventive maintenance, safety, and maintenance records and reports.

(6)(U) Sustainment, Mobilization, and Plans Division.

(a)(U) Plans and Policy Branch is responsible for advising the Director, J4 on logistic support issues to accomplish the mission, directs the development of the logistics support plan and guidance for units, organizations and activities in support of federal and state missions to integrate the following functions; plans, operations, policies, combat service support automation. Equipment on hand readiness, command property management, command supply discipline program, logistics awards program, food service and logistics resource management, directs the establishment of the logistics operations cell to support the JOC for federal and state missions, coordinates logistical support for Military Assistance to Civil Authorities (MACA), and provides oversight of logistics awards programs.

(b)(U) Command Logistics Branch manages Supply and services functions to include command supply and command equipment property accountability, is responsible for Report of Survey (ROS) management and reporting for property losses. Controls, analyzes and recommends corrective action regarding property loss within command, provides policy and guidance to units on supply regulations and property accountability, manages command property program within units of state to insure (EOH) readiness is met and recommends analysis of readiness to DOL, is responsible to manage excess property within the established JNGB goals, directs and coordinates logistic activities, including procurement and provision of command supplies and services and management of command material and equipment, is the Overall Manager for logistics Direct and Indirect OPTEMPO funds responsible to forecast, program and execute funds within Annual Funding Guidance from JNGB, and is responsible to ensure unit compliance with all POL Regulations and Policies. Responsible for the allocation, distribution and accountability of fuel.

(c)(U) Food Service Branch serves as the resident expert for food service matters. Provides command guidance and supervision of the State Food Service Programs, supervises, manages and administers the State Food Service Program ensuring maximum accountability and use of food service resources for

mission support, provides authoritative technical advice and oversight to subordinate units on all food service matters, and implements and monitors the state Food Service Budget.

(d)(U) Transportation and Movement Branch, serves as the Command Transportation and represents the Director, J4 on transportation matters involving movement of personnel, equipment and supplies, both domestically and internationally, serves as principle representative for military transportation matters and for planning and executing unit movements, directs, oversees and provides technical guidance for preparation, maintenance and execution of movement plans for mobilization and deployment, is responsible for the preparation, submission and execution of the GSA vehicle account. Receives and processes GSA and commercial bus transportation requests, manages and maintains the state highway network database and receives and processes requests for all convoy movements, and coordinates AUEL and HAZMAT training.

(e)(U) Combat Service Support Automation Management Office (CSSAMO) provides automated logistics Standard Army Management Information System (STAMIS) support to all JFHQ-DC activities and organizations, implements and supports joint logistics automated information systems policy, procedures, plans, and interoperability standards, provides direction and guidance to support units/activities in the development and submission of automated systems problems reports and/or change proposals, analyzes requirements, establishes programs/procedures ensuring effective coordination on CSS automation hardware systems and peripherals pertaining to the receipt, distribution, installation, and replacement of systems, and provides user-level assistance on supply/maintenance automated systems utilization and provides limited hands-on training, as required.

(f)(U) The director, J4, serves as the primary advisor to The Commanding General for all joint logistics matters to include, but not limited to, supply, maintenance, transportation, acquisition logistics, installation/facility and environmental issues, advises The Commanding General and provides technical and policy recommendations for all Logistics matters and provides technical oversight and guidance to subordinate commanders and supervisors on matters pertaining to logistical readiness.

(7)(U) Surface Maintenance Manager (SMM)

(a)(U) Establishes programs, policies, directives necessary to coordinate surface equipment maintenance operations at all levels of command.

(b)(U) Provides oversight and supervision of all surface maintenance facilities.

(c)(U) Establish, direct and monitor the maintenance and logistical assistance evaluation programs for the DCNG.

(d)(U) Collect, analyze and provide guidance to the J-4 on surface equipment readiness.

(e)(U) Plan and conduct activities to support new equipment fielding, new equipment training, and displaced equipment training.

(f)(U) Serve as the Activity Manager for the repair parts, account and recommends priorities in the execution of funds.

(8)(U) Logistics Planning Division.

(a)(U) Overall Program Manager for logistics Direct and Indirect OPTEMPO funds responsible to forecast, program and execute funds within Annual Funding Guidance from JNGB.

(b)(U) Responsible to ensure unit compliance with all POL Regulations and Policies and responsible for the allocation, distribution and accountability of fuel.

(c)(U) Responsible to manage excess property within the established JNGB goals.

(d)(U) Provide policy and guidance for property accountability.

(e)(U) Provides oversight of logistics awards programs.

(f)(U) Responsible for Report of Survey (ROS) management and reporting for property losses.

(g)(U) Develops, coordinates and implements logistics policies, procedures and requirements for unit deployments.

(h)(U) Coordinates logistical support for Military Assistance to Civil Authorities (MACA).

(i)(U) Supports the JFHQ-DC JOC.

(9)(U) Food Service Branch.

(a)(U) Responsible for management of subsistence accounts.

- (b)(U) Provides command guidance and supervision of the DCNG Food Service Programs.
- (10)(U) Transportation and Movement Branch.
- (a)(U) Responsible for the preparation, submission and execution of the GSA vehicle account. Receives and processes GSA and commercial bus transportation requests.
- (b)(U) Manages and maintains the State highway network database and receives and processes requests for all convoy movements.
- (c)(U) Coordinates HAZMAT training.
- (11)(U) Combat Service Support Automation Management Office (CSSAMO).
- (a)(U) Implements and supports joint logistics automated information systems policy, procedures, plans, and interoperability standards.
- (b)(U) Provides user-level assistance on supply/maintenance automated systems utilization and provides limited hands-on training, as required.
- (12)(U) Installation Management Division.
- (a)(U) Principal advisor to the J-4 on all aspects of the District of Columbia real property, facilities engineering, construction and environmental management programs.
- (b)(U) Approves and oversees all projects, regardless of funding source or project initiator.
- (c)(U) Approval authority for maintenance and construction and demolition action taken regarding real property.
- (d)(U) Ensures that real property master planning for the State is accomplished IAW published regulations and policies.
- (e)(U) Develops and manages comprehensive annual and long-range plans covering all property investment, sustainment, and restoration and modernization initiatives.
- (f)(U) Manages financial planning, programming, budgeting, and execution regarding military construction projects.
- (g)(U) Responsible for Architect and Engineer (A/E) contract selection.
- (h)(U) Manages real estate and space utilization, and performs real property inventories, reports and surveys IAW AR/NGR policies and guidance.

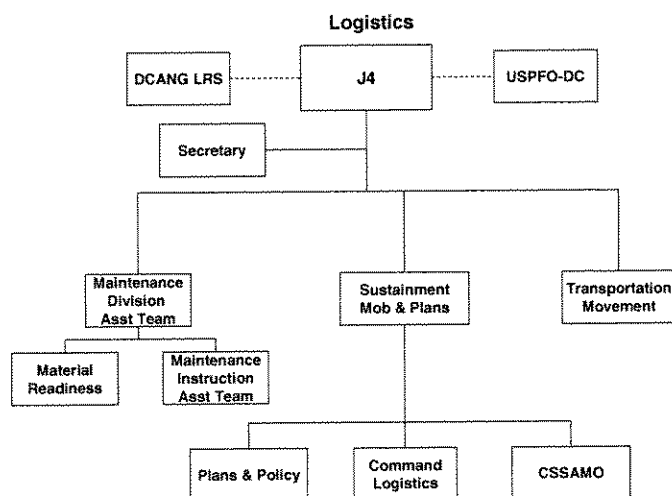


Figure 3.4 J4 Logistics

f. J-5 Strategic Plans, Policy and Interagency Interoperability Directorate.

(1)(U) The J-5, is charged with the mission to develop, and coordinate the Commanding General's strategic policy, plans, initiatives and concepts related to war fighting, theater security cooperation, international relations, federal, District and State homeland security, civil support missions, and selected other activities.

(2)(U) Provide strategic analysis to the Commanding General to integrate, coordinate, and communicate the command's corporate strategic direction.

(3)(U) Provide leadership and direction to the J-5 Divisions to include all aspects of J-5 operations and tasking from the Commanding General and Chief of the Joint Staff.

(4)(U) Develop joint interagency/intergovernmental strategies to optimize utilization of the NG force structure and Title 10/32 capabilities.

(5)(U) Manages the State Partnership Program.

(6)(U) Strategic Plans, Policy Initiative Officer.

(a)(U) Plan, conduct, and facilitate strategic planning required to prepare the District of Columbia National Guard for the future. This requires analysis of national and District of Columbia planning guidance, Joint and component specific planning guidance, coordinating the departmental planning activities, and development of strategic implementation plans such as legislative and program development plans. The function also develops and maintains coordination with higher policy headquarters that help define future mission requirements and resource streams.

(a)(U) Plan and conduct the strategic planning efforts of the department using a variety of techniques and activities geared to supporting the goals of the department.

(b)(U) Collect, analyze, and disseminate information to support the organizational development and preparation for future requirements.

(c)(U) Conduct analysis on current topics and future initiatives to assist the executive leadership in developing policies on emerging issues, based on analysis of legislative policy, the National Military Strategy, Quadrennial Defense Review and other service specific documents as required.

(d)(U) Provide facilitation, analysis, training, and coordination activities for the Commanding General and the organizational entities of the District of Columbia National Guard to ensure synchronization.

(e)(U) Completes planning and analysis for future force structure activities including capabilities analysis, demographic information, and ongoing transformation planning for out-year activities.

(f)(U) Responsible for synchronizing and integrating strategies with Combatant Commanders, JNGB, other services, supported federal and District agencies, and the federal and District response plan.

(g)(U) Identify and integrate joint transformational opportunities. Advise the Commanding General and NGB leadership regarding DCNG transformation and modernization issues.

(h)(U) Responsible for synchronizing and integrating policies with JNGB, other services, supported federal and District agencies.

(7)(U) International, Interagency, and Intergovernmental Affairs Office.

(a)(U) Responsible for providing staff coordination and administration of activities and programs which integrate military and non-military agencies and international programs as directed by JNGB, COCOM's, Department of State, and other appropriate tasking authorities.

(b)(U) Provides foreign liaison guidance and assistance to the Commanding General, JFHQ-DC and subordinate elements.

(c)(U) Plan and conduct District of Columbia National Guard Partnership Program and other international partnership activities. Plan and coordinate visits of foreign delegates to the District of Columbia. Responsible for coordinating documentation required to support international visitations.

(d)(U) Plan and conduct coordination activities between the department and supported countries.

(e)(U) Provide Support to the Combatant Commanders Theater Security Coordination plan

(f)(U) Provide support for the Ambassador's Mission Performance Plan and Country Campaign Plan

(g)(U) Standardize Interagency/Intergovernmental coordination processes with non-federalized NG across the District of Columbia.

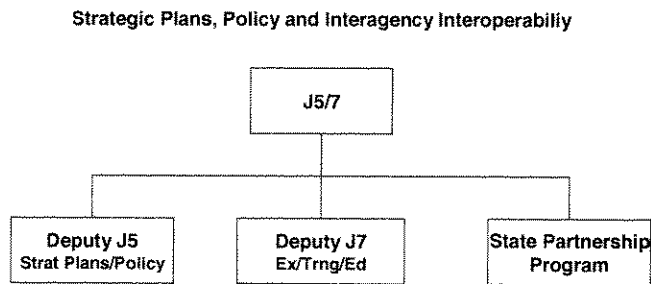


Figure 3.5 J5/7 Strategic Plans and Joint Operations

g. J-6. Director of Command, Control, Communication and Computers.

(1)(U) Serves as the principal staff officer and primary advisor to the Joint Forces Commander and the Chief of Staff for all matters pertaining to command, control, communications and computers (C4) systems which support the primary functions involving the collection, transportation, processing, dissemination and protection of information.

(2)(U) Provides oversight and development of Internal and External Agreements, Management of Contractor relationships, and Financial Management.

(3)(U) Coordinates, and implements installation IT plans and policies; Analyzes, interprets and integrates, JNGB, service specific and State guidance and policies.

(4)(U) Integrates installation IT requirements and support activities; Ensures customer support activities are documented from the installation requirement Statements for inclusion into the budget process.

(5)(U) Serves as the State focal point for domestic operations-related survival, recovery, and reconstitution Joint C4 system support requirements. Ensures essential information services in support of JFHQ-DC COOP are available to alternate State sites, and reviews JFHQ-DC COOP plans to ensure interoperability of Joint C4 capabilities.

(6)(U) Deputy J-6/CIO

(a)(U) Serves as the deputy J6/CIO and has the responsibility to implement the organizational IM Program.

(b)(U) Perform telephone, voice, and data network management functions for the installation, to include installation, operations, and maintenance, and configuration management of common user component devices.

(c)(U) Determine procedures for enforcing Information Assurance (IA) compliance.

(d)(U) Validate IA compliance.

- (e)(U) Design or acquire systems within constraints of the enterprise architecture.
- (f)(U) Appoint a frequency manager to coordinate, plan, manage, and supervise frequency and bandwidth management.
- (7)(U) Information Support Services Division.
 - (a)(U) Serves as the staff advisor and expert to the Deputy J6 for automation and equipment resources management.
 - (b)(U) Maintains hardware and software resource management information through databases of all information technologies.
 - (c)(U) Assists the J-6 in planning, and fielding of IT resources to prevent duplication of resources within the organization.
 - (d)(U) Manages customer support, training, and logistics support for current and future information systems concepts, doctrine, practices, operations, and technologies.
- (8)(U) IT Services Branch.
 - (a)(U) Manages the services of mailroom activities, copiers, forms management, Privacy Act/Freedom of Information Act (PA/FOIA), and print services to include visual information, and photographic services.
 - (b)(U) Responsible for postage management and lease oversight for all copier, video, or graphics and presentation services.
 - (c)(U) Manages audio and video teleconferencing and closed circuit TV.
 - (d)(U) Oversees the development of automation plans as they relate to VI products and services for State, Federal, and other agencies.
- (9)(U) IT Support Branch.
 - (a)(U) Receives, analyzes and processes work orders.
 - (b)(U) Develops and maintains a self-help customer support program.
- (10)(U) IT Training Management and Implementation Branch.
 - (a)(U) Plans, conducts and manages all levels of IT training requirements for JFHQ-DC and other service specific components.
 - (b)(U) Other duties as assigned.
- (11)(U) Systems Maintenance and Deployment Branch.
 - (a)(U) Responsible for hardware repair, warranty, and system imaging.
 - (b)(U) Analyzes and prioritizes demilitarization and certification of obsolete systems in preparation for turn-in. Schedules and coordinates deployments of systems.
 - (c)(U) Performs remote and on-site installation, to include familiarization and data migration. Ensures users are capable of performing required functions and configuration conforms to established standards.
- (12)(U) IT Operations Division.
 - (a)(U) Provides overall management of the External Systems Operations Cell (ESOC), Communications Branch, Information Assurance Branch, Automation Operations Branch, and Network Operations Branch.
 - (b)(U) Serves as the primary advisor to the deputy J-6 on issues regarding IT operations and IT operational status.
- (13)(U) External Systems Operations Cell.
 - (a)(U) Serves as the Tactical Communications Section, to provide on-demand terrestrial and wireless systems and networks throughout the specific JFHQ-DC area of responsibility.
 - (b)(U) Conducts liaison and links with supporting joint task force on-site commanders for all homeland defense and military assistance to civil authorities.
- (14)(U) Communications Branch.
 - (a)(U) Provides telecommunications support and technical assistance for internal and external customers. Manages voice, video, and data telephone systems. Advises Plans and Architectural Branches on telecommunication issues. Ensures connectivity for Intrusion Detection Systems (IDS); Interfaces with Network Operations on communications related issues.

(b)(U) Coordinates all frequency requirements for the JFHQ-DC; Manages local frequency spectrum requirements, establishes, installs, integrates and maintains radio networks; Provides emergency radio system support services.

(c)(U) Receives, validates, and prioritizes satellite and microwave communications requirements.

(d)(U) Manages, develops, installs and coordinates audio and video teleconferencing equipment and services.

(e)(U) Provides and maintains cable infrastructure for voice, video, and data; Identifies HVAC requirements; Develops Backup power requirements; Develops fault tolerance assessment; Ensures all infrastructure devices are operating properly; Coordinates and approves all infrastructure and HVAC requirements for new construction and remodels.

(15)(U) Network Operations Branch.

(a)(U) Manages and operates the JFHQ-DC classified, unclassified networks, and Cable Television (CATV).

(b)(U) Provides network and system administration for local and wide area networks and networks within subordinate and tenant organizations to include those supporting DOD initiatives.

(c)(U) Monitors the Network Management Systems and provides network interface with tactical systems as required. Develops, coordinates, and implements standard procedures for all aspects of network operation. Configures, operates, and monitors a broad variety of network devices such as routers, switches, and firewalls and associated connectivity devices.

(d)(U) Interfaces with other service elements and vendors to affect problem solutions.

(16)(U) Information Assurance Branch.

(e)(U) Provides JFHQ-DC information assurance (IA) system security policy, procedures, and guidance; Directs action to correct IA deficiency and violation; manages IA training and awareness program; Maintains COMSEC accounts, accountability, and prepares all required COMSEC reports.

(f)(U) Performs required forensic analysis on local network assets; and supports State, federal, and local law enforcement officials with forensic support as required. Responsible for maintaining a DMZ.

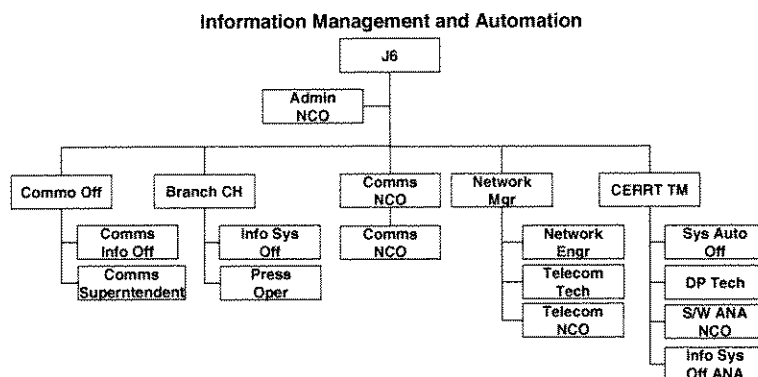


Figure 3.6 J6 Information Management, Automation

h. J-7 Doctrine, Training and Force Development Directorate.

(1)(U) Serves as the primary staff's function for developing joint integration plans, joint training, Joint Professional Military Education and exercise programs, and to develop the action plans to implement approved joint strategies for the department.

(2)(U) Responsible for deliberate planning for stationing and implementing approved joint force development, supporting operational planning, evaluating and disseminating joint doctrine, developing and managing education and professional development, training exercises, readiness, and assessment.

(3)(U) Serves as the focal point for deliberate planning to ensure the department is prepared to respond to current threats and missions. This requires managing the deliberate planning process, ensuring State plans are integrated with other responder organizations, and coordinating the planning and tracking of approved transformation activities.

(4)(U) Responsible for identifying, developing, and documenting joint capabilities in support of MACA, DSCA and other mission requirements based on existing Federal and State force structure.

(5)(U) Serves as the single coordinated Organizational Joint Planning Center, and as such supports the entire command including the JFHQ-DC and all Component Commanders.

(6)(U) Serves as the focal point for Joint Deliberate Planning for approved force transformation

(7)(U) Plans, coordinates, and conducts joint exercises to facilitate joint and interagency operations.

(8)(U) Plans, conducts, and evaluates Joint Staff professional and technical training programs.

(9)(U) Integrates the response plans of the department with other responder agencies

(10)(U) Plans the integration and implementation of new systems and capabilities

(11)(U) Responsible for development of the DCNG long range force integration plan. Analyzes the management of the DCNG Force Integration Program. Analyzes integrating new doctrine and force structure in the most effective manner possible, while maintaining acceptable readiness levels.

(12)(U) Analyzes new authorization documents, identifies conflicts, substantive changes and doctrinal issues, and recommends courses of action. Identifies and recommends priorities for integration of new doctrine and equipment into the existing multi-echelon, combined arms and DCNG training program.

i. United States Property And Fiscal Office (USPFO) Responsibilities

(1)(U) The United States Property and Fiscal Officer is the agent of the Chief, Joint National Guard Bureau who receives and accounts for all federal funds and properties of the United States in the possession of the District of Columbia National Guard.

(2)(U) Responsible to the Chief, Joint National Guard Bureau to ensure that all applicable laws, regulations, policies and procedures established by Congress Office of the Secretary of Defense, Department of the Army and Department of the Air Force, as implemented by Chief, Joint National Guard Bureau are complied with in the District of Columbia.

(3)(U) Provide financial and logistical resources for the maintenance of federal property in the possession of the District of Columbia National Guard.

(4)(U) Advise and assist units, organizations, and activities within District of Columbia to ensure Federal property is used in accordance with applicable Department of the Army and Air Force directives as implemented by the Chief, Joint National Guard Bureau.

(5)(U) Manage the Federal logistic support system for the District of Columbia and upon mobilization of a supported unit, provide that support necessary for the transition of the mobilized entity into active duty status.

(6)(U) Make returns and reports on Federal funds and property as directed by the Chief, Joint National Guard Bureau and the appropriate services secretary.

(7)(U) Take appropriate action pertaining to any irregularities, misuse, or abuse of Federal property or funds issued to National Guard units within the District of Columbia and immediately acquire as much information as possible that comes to their attention and report to The Commanding General or Chief, Joint National Guard Bureau (as appropriate).

(8)(U) Responsible for the review and approval of all Army and Air National Guard contracts and other contracting/procurement activities.

(9)(U) Responsible for commercial movements and transportation of personnel, technicians, supplies, and equipment in support of Army and Air National Guard elements within the District of Columbia.

(10)(U) Designated as the Grants Officer, Contracting Officer, Class B Agent, Transportation Officer, for purposes of representing the Federal Government in administering all Agreements and Transactions.

(11)(U) The United States Property and Fiscal Officer (USC title 10 Officer) is the independent advisor to The Commanding General and principal advisor to The Adjutant General Army and Air on federal property and fiscal matters, and is the principal advisor to The Commanding General on District resource management and responsible for identifying and acquiring the necessary resources to accomplish departmental missions, goals, and objectives.

(12)(U) United States Property and Fiscal Office Structure

Internal Review Division: provides the Commanding General, USPFO, and Senior Management with internal audits and services for the Army and Air National Guard and other elements associated with the National Guard.

(13)(U) Supply and Services Division/Asst USPFO Air Property.

(a)(U) Federal Property and Commodities Management Branch is responsible for maintenance of stock control policies and accounting procedures for equipment and supplies, warehousing items, transportation of personnel and supplies and operates Central Issue Facility (CIF).

(b)(U) Material Management Branch manages authorization of stock list and excess property, processes requisitions for equipment and supplies received through supply systems, and manages the ammunition electronic programs.

(c)(U) Storage and Distribution Branch receives, stores, and processes all classes of supply for issue to subordinate assigned, attached, and aligned units. Provide hazardous Material storage. Operate single stock fund site. Function as a storage facility to receive process for Maintenance, package, store and ship excess property worldwide.

(d)(U) Army and Air Property and Personnel Movement Office determines modes of commercial transportation and routing. Coordinates unit commercial group movements by air, land, or sea. Prepare and issue all government bills of lading (GBL's) for shipment of military materiel and when authorized, household goods. Works closely with the Defense Movement Coordinator when military assets are not available in supporting a unit deployment. Serve as the transportation agents for the USPFO.

(e)(U) Property Management Branch provides property accountability and asset visibility for the USPFO. Conducts supply assistance and instruction team visits. Manages the catalog data files and provides management control. Identifies excess unit property and recommends redistribution. Provides technical guidance to Property Book Officers.

(14)(U) Resource Management (Comptroller) Division/Assistant USPFO Air Fiscal is responsible for the proper obligating, accounting, reporting, financial planning, and administrative control of all federally appropriated funds allotted to the District for National Guard use. Develop and implement procedures, directives and regulations concerning the preparation and execution of the operating budget and financial plans, and operating program summaries for all appropriations. Continuously analyze status of obligations to determine trends, overruns and potential violation of laws.

(a)(U) Fiscal Accounting Branch maintains current status of funds by fiscal year for all federal funds allotted to the District of Columbia National Guard. Determine propriety of proposed obligations in accordance with laws, fiscal regulations, budgeted fund requirements, and allowances prescribed by the National Guard Bureau.

(b)(U) Pay and Exam Branch processes all documents associated with payment of travel, military duty, and civilian payroll.

(15)(U) Purchasing and Contracting Division procures all supplies and services not available from Government depots to support the National Guard. Administer construction, supply and service type contracts for the Army and Air National Guard.

(a)(U) Provides pre-solicitation assistance in the development of requirements. Includes development and/or refinement of the Statement of Work, Independent Government Estimate, Source Selection Criteria and Past Performance Evaluations.

(b)(U) Participates in Acquisitions Planning Boards.

(c)(U) Assists in the decision-making process relating to MIPRs, off-loading of requirements, type of contract, period of performance, multi-year, options, and post award contract administration.

(d)(U) Performs contract post-award activities, including all contract administration, ensuring contractor's performance is in accordance with the terms and conditions of the contract, obtaining inspection and acceptance of goods and services, certifying and processing invoices for payment, and closeout of completed contracts.

(16)(U) Data Processing Installation Branch: The DPI supports the automated mission of the USFPO in the areas of logistics, fiscal, technician payroll, and military payroll. It maintains the official, reportable databases of record for the State. The DPI provides server support for personnel, pay and reporting systems.

(17)(U) 3.12 United States Property and Fiscal Office Force Structure Program Analysis, Resources and Assessment Directorate (J8):

(a)(U) The J-8 is responsible to the CG for resource oversight, guidance, policy, procedures, performance metrics, and operational contracting. Provides Joint Strategic Resource planning; capabilities based planning and analysis; and overall program requirements analysis and validation. May be dual hatted as the Deputy Assistant United States Property and Fiscal Office Force (USPFO).

(b)(U) Provides support to the JFHQ-DC leadership by conducting studies, analyses, and assessments of current and completed fiscal year management programs and integrated resource and program readiness forecasting for the "program year" and Federal programming process.

(c)(U) Conducts analysis of Joint Staff capabilities and requirements, to include assessments of projected readiness, sustainability, modernization, and force structure.

(d)(U) Provides management support to Army Strategic Readiness System and other service specific assessment tools.

(e)(U) Collects and submits the Army Installation Status Report and other service specific systems that use current data to determine future funding allocations.

(f)(U) Implements appropriate measures and processes to avoid unnecessary reporting duplication between District and national organizations and programs.

(g)(U) Promotes effective use of available analytic information to ensure accurate assessment.

(h)(U) Monitors execution, preparation, and submission of Army and Air Management Control Program requirements.

(i)(U) Conducts periodic review and analysis of District and federal current year budget execution.

(j)(U) Provides the analysis of resource requirements to support the District of Columbia National Guard Strategic Plan, and the associated goals and objectives of the organization.

(k)(U) Integrates planning and prioritization of resources to accomplish Joint Staff objectives.

(l)(U) Provides analysis, as directed, for new and proposed programs and related costs, to include new mission requirements in support of the JFHQ-DC leadership.

(m)(U) Reviews execution of assigned funding accounts. Ensures obligations are properly controlled and that they produce the desired outcome for each.

(18)(U) DC Government Operations:

(a)(U) Primary advisor to the Commanding General and USPFO-DC on matters pertaining to DC Government employees assigned to Army and Air National Guard.

(b)(U) Responsible for the planning and implementation of a personnel management program that includes a professional development and career progression for all DC Government employees.

(c)(U) Makes recommendations to the HRO on recruiting and placement of DC Government Personnel in the fulltime workforce.

(d)(U) Manages DC Manpower and authorizations.

(e)(U) Provides guidance and advice to managers and supervisors on career counseling for DC Government employees regarding training and development opportunities.

(f)(U) Coordinates the implementation of new positions and organization structure released by the District of Columbia Office of Human Resources and the Joint Staff within the National Guard Bureau.

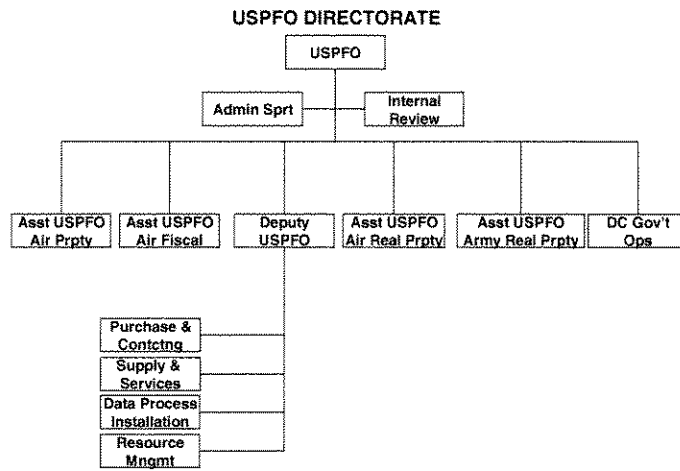


Figure 3.7 United States Property and Fiscal Office

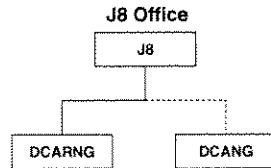


Figure 3.8 J8

j. Director of Human Resources Office.

(1)(U) Primary staff advisor to The Adjutant General, staff elements, and operating official on matters pertaining to manpower and human resources management. Develops and administers state rules and procedures adapted from policies prescribed by the National Guard Bureau (NGB), the Office of Personnel Management (OPM), Department of the Army, and Department of the Air Force. Establishes and maintains liaison with the U.S. Office of Personnel Management area offices, and other human resources office. Responsible for the human resources management of all employees engaged in a variety of jobs under the Federal Wage and General Schedule pay systems to include Non-Dual Status employees.

(2)(U) Using applicable laws regulations, and directives develop policies and operating procedures for all full time personnel.

(3)(U) Interpret and apply policies prescribed by Office of Personnel Management and the Joint National Guard Bureau.

(4)(U) Responsible for the planning and implementation of a personnel management program that includes a professional development and career progression for all full time personnel.

(5)(U) Administer a labor-management relations program.

(6)(U) Provide personnel services to all full time personnel, which include but are not limited to health benefits, thrift savings plan, retirement counseling, TRICARE counseling, medical processing for AGR personnel, and processing workman's compensation claims for technician personnel.

(7)(U) Responsible for the administration and analysis of the budget for technician training, technician pay, financial incentive awards and AGR travel.

(8)(U) Recruitment, Placement and Compensation.

(a)(U) Advises the HRO on matters relating to fulltime manning and end strength. (this first sentence should be under position management/classification) Makes recommendations to the HRO on recruitment and placement of personnel in the full time workforce.

- (b)(U) Coordinates with commanders, senior full time support personnel and staff members to fill vacancies and reassign personnel.
- (c)(U) Administer the Merit Promotion Program.
- (d)(U) Primary advisor to the HRO regarding reduction in force and transfer of function procedures.
- (e)(U) Responsible for setting pay of full time personnel accurately and for military compatibility when required.
- (9)(U) Technician Services Branch.
- (a)(U) Processes personnel actions, pertinent to all Army, Air and civilian technician personnel.
- (b)(U) Maintains Official Personnel Folders.
- (c)(U) Primary advisor for employee benefits.
- (d)(U) Administers Performance Rating Program.
- (e)(U) Conducts employee orientations.
- (f)(U) Conducts retirement counseling.
- (g)(U) Handles death claims.
- (h)(U) Advises the HRO and management in cases of discipline and adverse actions.
- (10)(U) Labor Relations.
- (a)(U) Primary advisor the HRO and management on all issues regarding the labor units.
- (b)(U) Advises the HRO on bargaining unit complaints and whenever possible assists with the resolution of issues at the lowest organizational level.
- (c)(U) Negotiates agency policy with the unions.
- (d)(U) Assists managers and supervisors in informal and formal grievance procedures.
- (e)(U) Represents the agency in Unfair Labor Practices.
- (f)(U) Investigates, prepares documentation, and researches adverse actions when required.
- (g)(U) Represents the agency at Federal Impasses Panel and at the Federal Labor Relations Authority.
- (11)(U) Active Guard Reserve (AGR) Branch.
- (a)(U) Primary advisor to the HRO for all matters relating to Army and Air AGR personnel. Responsible for Coordinating and monitoring the recruitment and placement of AGR personnel.
- (b)(U) Validates and processes leave requests and forwards them to the appropriate payroll office for payment.
- (c)(U) Provides retirement counseling and arranges attendance at appropriate active component installation.
- (d)(U) Publishes governing doctrine for the AGR program derived from service specific regulations, laws and directive.
- (e)(U) Conducts periodic AGR benefits briefings for subordinate organizations.
- (f)(U) Manages the manpower and controlled grade authorizations.
- (g)(U) Ensures AGR information is accurately input to full time manning documents for the Army and Air National Guard.
- (h)(U) Validates the payroll for Army AGR personnel and resolves pay issues as required.
- (i)(U) Responsible for the personnel readiness of all AGR personnel.
- (j)(U) Monitors civilian hospitalization and convalescent leave of AGR soldiers.
- (k)(U) Submits Army AGR personnel for military review boards if they have a P3 in their physical profile.
- (12)(U) Employee Development.
- (a)(U) Plans, develops and organizes supervisory training programs for Army and Air AGR and technician personnel.
- (b)(U) Develops policies & procedures for identifying and validating training requirements.
- (c)(U) Develops annual plan and budget estimation for training requirements for full time employees.
- (d)(U) Provides guidance & advice to managers and supervisors on career counseling for AGR and technician personnel regarding training & development opportunities.
- (e)(U) Coordinates with public, private and government agencies for training.
- (f)(U) Develops and executes training budget.

- (g)(U) Obliges funds in accordance with training priorities and the annual funding plan (AFP).
- (h)(U) Monitors compliance with negotiated agreements of labor organizations relating to training & development.
- (i)(U) Manages training data and requirements in ATRRS, MilMod and DCPDS.
- (j)(U) Develops retraining & career transitioning options for technicians affected by Reductions in Force (RIF).
- (k)(U) Analyzes & evaluates the effectiveness of the AGR and technician training programs.
- (13)(U) Position Management and Classification.
 - (a)(U) Provides position management and classification advice.
 - (b)(U) Participates in reorganizations and other manpower studies.
 - (c)(U) Coordinates the implementation of new positions and organization structures released by the Office of Personnel Management and the Joint National Guard Bureau.
 - (d)(U) Completes periodic review of Position Descriptions and desk audits as required.
 - (e)(U) Provides Management Advisory Service to Joint National Guard Bureau in the development of Position Descriptions.
 - (f)(U) Provides policy and guidance to supervisors in writing updated Position Descriptions.
 - (g)(U) Maintains the full time manning documents for the Army and Air Guard.
 - (h)(U) Provides advice and assistance to the HRO and other staff members on all classification issues.
 - (i)(U) Request advisory classification decisions from the field advisory service or Joint National Guard Bureau.
 - (j)(U) Participates in wage surveys.
 - (k)(U) Provides assistance/guidance to managers and supervisors regarding Environmental Differential Pay (EDP) and Hazardous Duty Pay (HDP) procedures.
- (14)(U) Personnel Systems.
 - (a)(U) Manages the Defense Civilian Personnel System (DCPDS).
 - (b)(U) Reviews and implements policies and programs to provide efficient automation support.
 - (c)(U) Evaluates trends and problems and makes proposals to ensure actions are processed accurately and timely.
 - (d)(U) Processes changes to include pay adjustments, payroll reconciliation.
 - (e)(U) Monitors daily activities to ensure successful transaction processing and data flow to and from various agencies including payroll offices and OPM.
 - (f)(U) Assists functional areas of HRO in resolving problems relating to the electronic personnel system.
 - (g)(U) Works with Joint National Guard Bureau to troubleshoot system problems and to load systems fix.
 - (h)(U) Ensures a quality control system is in place to ensure accuracy of products.
 - (i)(U) Responsible for training all personnel who access, update and correct records in the DCPDS system.
- (15)(U) Budget Technician.
 - (a)(U) Develops procedures, objectives and processes in the execution of the organization budget.
 - (b)(U) Provides ongoing analysis and evaluation of budget status.
 - (c)(U) Projects program needs.
 - (d)(U) Identifies funding shortages and recommends transfer of funds to cover increases in obligations within established limits.
 - (e)(U) Ensures that fund usage meets statutory and regulatory requirements.
- (16)(U) Employee Relations.
 - (a)(U) Administers the Federal Employee Compensation Act (FECA) for technician employees.
 - (b)(U) Reviews all claims submitted for all work related injuries or diseases.
 - (c)(U) Assist supervisors in the preparation and submission of documents to the U.S. Department of Labor for wage loss, medical care, compensation and scheduled awards.

- (d)(U) Assist supervisors in coordinating job assignments to address limited duty and reassignment resulting from job related injuries.
- (e)(U) Coordinates with the U.S., Department of Labor and the Department of Defense liaison in the management and resolution of claims and related issues.
- (17)(U) Equal Opportunity and Equal Employment Office.
- (a)(U) Advise The Adjutant General with respect to the preparation of regional EEO plans, procedures, regulations, and other matters pertaining to all agency programs and policy in relation to Equal Employment Opportunity Commission and National Guard Bureau guidelines.
- (b)(U) Monitor and evaluate periodically the sufficiency of the total State program for EEO.
- (c)(U) Recommend to The Adjutant General any improvements or corrections needed to improve the total EEO Program.
- (d)(U) Provide for counseling, by an EEO counselor, of any aggrieved employee or applicant for employment who believes to be discriminated against because of race, color, religion, sex, national origins, age or handicap.
- (e)(U) Provide for or facilitate the receipt and investigation of individual or class complaints of discrimination.
- (18)(U) Equal Opportunity Program Army and Air Military Program Staff Functions.
- (a)(U) Advise The Adjutant General on all matters relating to the military (Army and Air) Equal Opportunity Programs.
- (a)(U) Monitor and evaluate all aspects of the military administration and operations that impact upon the Equal Opportunity Environment.
- (a)(U) Develop and publish the Affirmative Action Plan and assess progress toward achieving AAP goals.
- (a)(U) Maintain liaison with minority, women's and civic organizations.
- (a)(U) Provide training and lesson plans to assist subordinate commanders.
- (a)(U) Recommend corrective action in areas that have been identified to have adverse impact upon the EO Program.
- (19)(U) State Director Equal Employment Manager.
- (a)(U) Is the primary advisor to The Adjutant General and staff for all issues regarding equal opportunity and equal employment opportunity.
- (b)(U) Provides training and technical supervision for all personnel assigned to EO or EEO duties.
- (c)(U) Coordinates and monitors the resolution of EO and EEO complaints.
- (d)(U) Plans and coordinates and conducts training on discrimination, Sexual Harassment, and other awareness programs.
- (e)(U) Develops and implements the Affirmative Action Program.

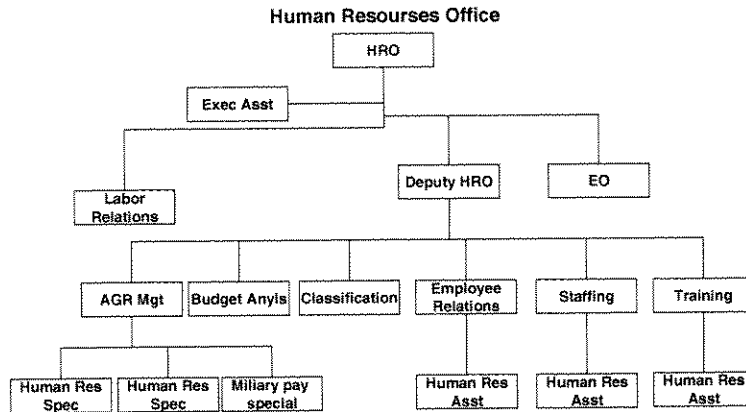


Figure 3.9 Human Resources Office

4.1 Organizations and Functions of Technical Staff

j. Environmental Branch,

(1)(U) Develops and coordinates, mobility, and mobilization instructions and annexes as they relate to environmental issues in support of the joint strategic and contingency plans.

(a)(U) Manages environmental program to ensure compliance with all regulations, laws, and policies.

(b)(U) Manages cultural resources program and ensures that historical inventories, historical preservation plans and archeological surveys are completed. Consults with the District and Federal agencies and private organizations prior to undertaking work on structures or land, as necessary.

(c)(U) Manages land, forests, fish, endangered species and wildlife resources.

(d)(U) Coordinates Joint policies on environmental and encroachment on military operations, facilities/installations and training areas.

(1)(U) Real Property Management Branch.

(a)(U) Ensures that all non-Guard tenant facility initiatives comply with the District of Columbia

(b)(U) Real Property Development Plan, standards for exterior and interior design and environmental requirements; provides technical approval to ensure compliance with applicable construction, operations, maintenance and fire and life safety criteria.

(c)(U) Conducts traffic engineering activities and coordinates traffic engineering requirements with appropriate law enforcement, safety, and security and transportation officials.

(d)(U) Oversees operations and certification of the instillation/facility utilities systems, coordinates acquisition and sales of utility services and provides technical support to contracting officials acquiring contracts for utility services.

(e)(U) Certifies and processes NGB Forms 420-R or DD Form 1390/1391 for sustainment, restoration and modernization projects based upon the dollar thresholds.

(f)(U) Performs or oversees assigned contract administration tasks with authorities, as delegated by supporting contracting officers.

(g)(U) Manages the real property acquisition and dispossession program.

(2)(U) Facilities Directorate.

(a)(U) Facilities and Engineering mission is to acquire, develop, and maintain land and facilities; to support the administration, training, and readiness of the DC National Guard; and to develop and enhance relationships to maximize the value of our facilities to our soldiers and the communities we serve.

(b)(U) The Facilities directorate is organized with a Director (O-6), Construction and Facilities Management Officer (CFMO) (O-5), Armory Management Branch Chief, Construction and Planning Branch Chief, and an Engineering Branch Chief, two Project Managers (O-3), one Utilities Manager Warrant Officer (CWO), one Sergeant Major, two Facilities Operations NCOs (E-7), and four enlisted administrative support positions. The CFMO is the Deputy USPFO for Real Property and the responsible officer for federal funds.

(b)(U) The Key Operational Areas are to perform sustainment, restoration, and modernization of existing readiness centers by providing preventative maintenance, repairs, restoration and modernization to aging facilities; contract through federal and district/state procedures for work, which is beyond the scope of directorate maintenance personnel; manage and account federal and district/state funds; manage the Real Property assets of the Federal Government and District of Columbia to include the acquisition and disposition of property for readiness centers and training sites; Master Plan the needs, requirements, and capabilities of the DC National Guard's real property and facilities in a comprehensive and supportable set of documents, data bases, and graphical representations; program future construction requirements in accordance with the Master Plan in order to obtain Federal and District/State funding necessary to sustain the required construction replacement program; construct and manage projects from notification of funding to acceptance of a completed facility by a military unit; interface with public and local governments to optimize the military and appropriate community use of District/State and Federal facilities.

(4)(U) Environmental Directorate.

(a)(U) Overview: The Environmental Directorate (EV) provides assistance to all DC Army National Guard directorates to enable them to meet federal, district, state and local environmental regulatory requirements.

(b)(U) Operates various regulatory programs including Compliance, Conservation, and Inspections. Such programs operate at training sites. At the Joint Forces Headquarters level, EV serves as the principal advisor to the Adjutant General on environmental issues. It also provides technical and administrative support to the Environmental Quality Control Committee. The EV Director reports to the Director of Facilities and Engineering (FE), and works closely with FE and all other directorates to ensure that projects and operations at all installations comply with environmental regulatory requirements. EV also works directly with training sites and installation commanders with the environmental aspects of their programs and projects.

(c)(U) Mission. The mission of the Environmental Directorate is to support the readiness of the DC Army National Guard by ensuring the continued availability of training lands and facilities through responsible environmental stewardship, and compliance with all applicable environmental laws and regulations.

(d)(U) METL. Environmental Directorate's ongoing tasks include administration, ongoing strategic planning, service request responses, resource assignments, project management and oversight, field, inspection field visits, permitting, and reporting on all projects being performed of its program responsibilities.

(e)(U) Organization. Programs and Structure. EV operates three regulatory environmental programs organized into Compliance, Conservation, and Inspections as a part of Compliance. EV also operates a support Resources and Requirements Function. Authority. EV has been authorized by the Adjutant General to oversee all environmental programs on behalf of the DC Army National Guard. Additionally, the Master Cooperative Agreement between the District and the Nation Guard Bureau stipulates that Environmental Program Division activities include actions by the State to accomplish environmental projects. Functions. EV functions include environmental management, hazardous/non-Hazardous solid waste management, pollution prevention, water quality management, air quality management, site restoration & remediation, pest

management, natural resources, endangered species, cultural resources, integrated training area management, and a variety of other compliance and conservation programs.

Construction and Facilities Management

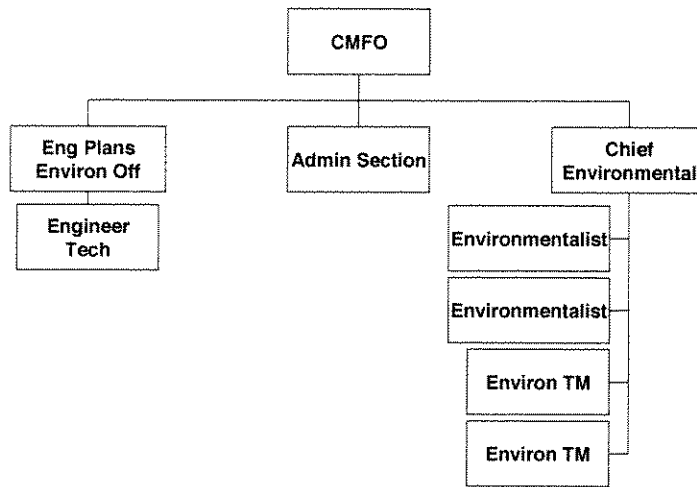


Figure 4.1 Construction and Facilities Management Office

5.1(U) Civil Support Team

There are elements within the State that do not fall under the C2 of the subordinate Major commands. These elements/units coordinate activities through the JFHQ-DC OTCG.

5.2(U) Civil Support Team Weapons of Mass Destruction (WMD)

a(U) The WMD Civil Support Team was established to:

(1)(U) Deploy rapidly to assist a local incident commander in determining the nature and extent of an attack or incident.

(2)(U) Provide expert technical advice on WMD response operations.

(3)(U) Help identify and support the arrival of follow-on State and federal military response assets.

(4)(U) The CST is a joint command, and consist of both Army National Guard and Air National Guard personnel. May be commanded by an Army or Air National Guard lieutenant colonels.

b(U) The mission of Weapons of Destruction Civil Support Teams (WMD-CST) is to support local and District authorities at domestic WMD/NBC incident sites by identifying agents and substances, assessing current and projected consequences, advising on response measures, and assisting with requests for additional military support.

(1)(U) The WMD civil support teams are able to deploy rapidly, assist local first-responders in determining the nature of an attack, provide medical and technical advice, and pave the way for the identification and arrival of follow-on District and federal military response assets.

(2)(U) They provide initial advice on what the agent may be, assist first responders in that detection assessment process, and are the first military responders on the ground, so that if additional federal resources are called into the situation, they can serve as an advance party that can liaise with the Joint Task Force Civil Support.

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(3)(U) The unit provides critical protection to the force, from the pre-deployment phase of an operation at Home Station through redeployment.

(4)(U) They ensure that strategic national interests are protected against any enemy; foreign or domestic, attempting to employ chemical, biological, or radiological weapons - regardless the level of WMD/NBC threat.

(5)(U) They are a key element of the Department of Defense's overall program to provide support to civil authorities in the event of an incident involving weapons of destruction in the United States.